# Shetland Islands Council

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Date: 27 August 2019

Dear Sir/Madam

You are invited to the following meeting:

**Environment and Transport Committee**
**Council Chamber, Town Hall, Lerwick**
**Wednesday 4 September 2019 at 2pm**

Apologies for absence should be notified to Leisel Malcolmson, at the above number.

Yours faithfully

Executive Manager – Governance and Law

Chair: R Thomson
Vice Chair: R McGregor

**AGENDA**

(a) Hold circular calling the meeting as read.

(b) Apologies for absence, if any.

(c) Declarations of Interest - Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Member making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.

d) Confirm the minutes of the meeting held on 7 May 2019 (enclosed).

1. Environment and Transport Performance Report Quarter 4 to 31 March 2019 and Quarter 1 to 30 June 2019
*ISD-13*

2. Development Performance Report 2018/19
*DV-09*

3. Development Services Directorate Plan 2019-2022
*DV-10*

4. Traffic Regulation Orders Etc. – Annual Progress Report
*RD-03*

5. Infrastructure Services Business Programme – 2019/20
*ISD-14*

Agenda Item

**d**

# Shetland Islands Council

# MINUTE B – PUBLIC

**Environment and Transport Committee**
**Council Chamber, Town Hall, Lerwick**
**Tuesday 7 May 2019 at 2 pm**

**Present:**

| | |
|---|---|
| P Campbell | S Coutts |
| C Hughson | S Leask |
| R McGregor | A Priest |
| G Smith | R Thomson |

**Apologies:**

| | |
|---|---|
| A Manson | D Sandison |

In Attendance (Officers):
J Smith, Director of Infrastructure Services
A Edwards, Executive Manager – Quality Improvement
C Bragg, Team Leader – Waste Management
S Goodlad, Team Leader – Estates
N Hutcheson, Team Leader – Asset and Network
Y Scott, Burial Services Officer
P Sutherland, Solicitor
B Kerr, Communications Officer
L Malcolmson, Committee Officer

**Chair:**
Mr Thomson, Chair of the Committee, presided.

**Circular:**
The circular calling the meeting was held as read.

At the invitation of the Chair, the Director of Infrastructure Services provided a brief update on the operational incidents within the last 24 hours in respect of the fire in engine room of the Daggri and the breakdown of the Tingwall Airport fire engine. He extended his apologies the users of the services and advised that officers worked with the affected communities in mitigating any impacts associated with these incidents. The Chair, on behalf of the Committee thanked the staff involved.

**Declarations of Interests**
Mr Leask declared an interest in item 6 “Energy Recovery Plant and Shetland Heat Energy and Power – Strategic Outline Case” advising that he had dealings with the Company and was subject to a non-disclosure agreement and he would leave the Chamber during consideration of the report.

Mr Thomson declared an interest in item 1 “Taxi Tariff Review” and advised that he is a holder of a taxi licence although it is never used he would leave the Chamber during consideration of the report.

**Minutes**
The Committee approved the minutes of the meeting held on 25 February 2019 on the motion of Mr Leask seconded by Mr Priest.

The Committee approved the minutes of the meeting held on 4 March 2019 on the motion of Mr Smith seconded by Mr Campbell.

*(Mr Thomson left the Chamber and Mr McGregor took the Chair).*

10/19 **Taxi Tariff Review**

The Committee considered a report by the Transport Policy and Projects Officer (DV-12-19-F) that provided information on the taxi tariff review and a revised table of tariffs.

The Transport Policy and Projects Officer introduced the main terms of the report and advised that no representations had been received from the public consultation. She advised of the next steps and that should the Committee approve the recommendations the industry would have fourteen days in which to appeal the decision. She explained that assuming there are no appeals by 7 June 2019 the new tariffs would be implemented on 14 June 2019.

Mr Campbell moved that the Committee approve the recommendations contained in the report. Mr Leask seconded.

**Decision**
The Committee **RECOMMENDED** that the Council **APPROVE** the taxi tariff changes as set out in Appendix 1.

11/19 **Management of Memorial Safety within Burial Grounds and Management Rules relating to Cemeteries and Burial Grounds**

The Committee considered a report by the Team Leader - Estates (ES-02-19-F) that presented information on the Management of Memorial Safety within Shetland Islands Council's Burial Grounds.

The Team Leader – Estates introduced the main terms of the report and in responding to a question, on the need for half day member's training, he said that the training was to assist Members in providing information, on this sensitive subject, to their communities. Some Members spoke in support of the training and welcomed the recognition of the role and interaction that members have with their constituents on this emotive subject. The Team Leader – Estates also confirmed that surveys undertaken include buildings and boundary walls and a 5 year rolling programme has been put in place.

In responding to a particular issue on grass cutting in the new Whiteness Cemetery the Team Leader – Estates advised that in 2012 it had been decided that, due to costs, grass cuttings would be left to mulch across all Shetland graveyards. It was agreed however that the Whiteness Cemetery would be checked for any particular issues. The good work of Burial Ground staff was highlighted but it was suggested that this was an instance where cuts to budgets was having an impact on communities, to which the Director of Infrastructure Services advised was a matter for reflection by the Council rather than officers.

Comment was made on how clear the report was and it was stressed that steps had to be taken to ensure that a similar incident did not happen in Shetland as in Orkney. Assurance was sought that community council would be informed if head stones were to be laid flat within their ward area. The Team Leader – Estates explained the process and confirmed that could be done. He went on to advise that 56 of the 69 surveys had been completed so far.

During further consideration of the report it was acknowledged that this was a national issue and that there was a balance to be found between sensitivity and health and safety with headstones only being laid flat as a last resort. The Committee also acknowledged the need for standards to be followed and that the erection of new headstones or maintenance of existing headstones should be carried out by someone who complies with the strict criteria required.

Following further discussion, Mr Smith moved that the Committee approve the recommendations contained in the report with the addition that before a headstone is laid over, the Elected Ward Member will be contacted. Mr McGregor seconded.

**Decision**
The Committee **RESOLVED** to approve:

- the Management of Memorial Safety within Burial Grounds process (Appendix 1) and the Memorial Stones - Guidance and Information booklet (Appendix 3); and

- the updated Management Rules relating to Cemeteries and Burial Grounds, (Appendix 2).

- that Elected Ward Members will be contacted before a headstone is laid over.

12/19 **Waste Management – A Zero Waste Strategy for Shetland**

The Committee considered a report by the Team Leader – Waste Management (ES-03-19-F) that presented the next steps in Infrastructure Services' Waste Management plans, in particular the establishment of a Zero Waste Strategy for Shetland.

The Team Leader – Waste Management introduced the report and in responding to a question he advised that it was important to find the right way forward and to involve everyone in discussion. He said that the Strategy would be coordinated at community level and reassured Members that the Council would be keen to move as quickly as the Community are. The Chair advised that he and the Team Leader – Waste Management would continue to meet with the public on this matter.

The Director of Infrastructure Services advised that the Energy Recovery Plan is the subject of a separate report but that discussion around waste management is absolutely being conducted on the same basis in a collaborative way. He explained that the overarching intention was for all areas to be part of the Zero Waste Strategy and future updates would include that intention, where appropriate.

Reference was made to the commercial business recycling to be introduced in 2019 and in responding to a question the Team Leader – Waste Management advised that the timescale for this would be the end of August 2019 when the new recycling shed is built. He advised that engagement would be undertaken within the next few months, with every waste producer, providing information on what waste streams are to be used. The Team Leader – Waste Management also advised on the funding for a graduate position within the team and the Graduate would be involved in liaising with businesses.

Some discussion was held on the number of different plastics produced and the ability for the service to handle these. The Team Leader – Waste Management said that more focus was being given to bottles but it would be extended to other plastics in the future. He also advised that the tax on producing plastics would also have an effect on how companies package their products. Comment was made on the new system of using labels on wheelie bins to indicate that the wrong items had been included in the bin. It was acknowledged that the Council had done a good job in providing households with information on what can and cannot be placed in the bins, through leaflets and information on its website.

In addressing a reference made to paragraph 4.1.2 it was agreed that charges applied to public buildings would be presented in a report to allow consideration to be given to charges for voluntary organisations being set as part of the domestic recycling.

**Decision**
The Committee:

- **NOTED** the progress made to date towards national "Zero Waste" priorities – in the form of the establishment of kerbside recycling service;

- **APPROVED** the development of a Zero Waste Strategy for Shetland, including the establishment of a Zero Waste Partnership, and agrees that a further report setting out the detail of the Strategy, including governance and membership of the proposed Partnership, will be presented to a future meeting for final approval and inclusion within the Council's policy framework; and

- **NOTED** that a dedicated Graduate Project Officer post, funded through the Change Fund has been secured to support the development of a Zero Waste Strategy for Shetland.

13/19 **Capital Maintenance and Replacement Programme**

The Committee considered a report by the Director of Infrastructure (ISD-10-19-F) that sought approval for projects in the Infrastructure Services Directorate's Capital Maintenance and Replacement Programme for 2019/20 subject to those proposals meeting the requirements of the Council's Gateway Process for the Management of Capital Projects.

The Director of Infrastructure introduced the report and advised that the ferries replacement programme would be reported to Policy and Resources Committee as the programme had not yet gone through the business justification case

process. He added that the project had been included in the Asset Improvement Plan and a budget was in place.

Officers responded to a number of questions and in addressing a comment made on the need for, and cost of, refurbishments required on the outside of 8 North Ness building. It was agreed that detail on the cost of building maintenance for 8 North Ness would be provided to Members.

A request was made that consideration be given to lease as opposed to purchase of vehicles/plant. The Director of Infrastructure Services confirmed that on each occasion lease versus purchase is considered, however it is more expensive to borrow money than to use capital.

Mr Thomson moved that the Committee approve the recommendations contained in the report. Mr Coutts seconded.

**Decision**
The Committee **APPROVED** the projects in the Infrastructure Services Directorate's Capital Maintenance and Replacement Programme for 2019/20 subject to those proposals meeting the requirements of the Council's Gateway Process for the Management of Capital Projects.

14/19 **Environment and Transport Committee – Business Programme – 2019/20**
The Committee considered a report by the Director of Infrastructure (ISD-08-19-F) that presented the Environment and Transport Committee – Business Programme – 2019/20.

The Director of Infrastructure Services introduced the report.

Concern was expressed that the Winter Maintenance Review timescale may not allow officer's time, or that the resources may not be available, to make changes between September and any change in weather. The Director of Infrastructure Services assured Members that most adjustments would be possible to affect the winter season. He said however that depending on what decision are made there may be a longer lead in were a decision made to use a different methodology, for example.

The Committee noted that the Zero Waste Update Report and the Energy Recovery Plant ERP and SHEAP update would be presented to the September or November meeting.

**Decision**
The Committee

- **NOTED** the business planned for Environment & Transport Committee in the financial year 2019/20; and

*(Mr Leask left the meeting)*

**In order to avoid the disclosure of exempt information, Mr Thomson moved, Mrs Hughson seconded, and the Committee agreed to exclude the public in terms of the relevant legislation during consideration of the following item of business.**

15/19 **Energy Recovery Plant and Shetland Heat Energy and Power – Strategic Outline Case**

The Committee considered a report by the Director of Infrastructure Services that presented a Strategic Outline Case on the Energy Recovery Plant and the Shetland Heat Energy and Power.

The Director of Infrastructure Services set out the main areas of the report for consideration by Members. He advised that there was a lot of work to be done but a progress report would be presented to the September meeting of the Committee.

Following discussion and debate Mr G Smith moved that the Committee approve the recommendations contained in the report, Mr Thomson seconded.

**Decision**

The Environment and Transport Committee APPROVED the recommendations contained in the report.

The meeting concluded at 3.25pm.

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Chair

Shetland Islands Council

Agenda Item

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| **Meeting(s):** | **Environment & Transport Committee** | **4 September 2019** |
| **Report Title:** | **Infrastructure Directorate Performance Reporting – Environment & Transport Committee Performance Report; Quarter 4 to 31 March 2019 and Quarter 1 to 30 June 2019** | |
| **Reference Number:** | **ISD- 13-19-F** | |
| **Author / Job Title:** | **John R Smith - Director of Infrastructure Services** | |

## 1.0 Decisions / Action required:

1.1 The Committee should **NOTE** the;

- achievements of the Directorate during 2018/19,
- plans and progress in 2019/20 and
- proposals for 20120/21 activity and priorities

## 2.0 High Level Summary:

2.1 This report summarises the activity and performance of the Infrastructure Directorate with particular reference to the Environment & Transport Committee's remit. It is intended to help the Committee analyse performance against its key objectives and responsibilities and against Corporate Plan and Shetland Partnership Plan outcomes.

## 3.0 Corporate Priorities and Joint Working:

3.1 Effective Planning and Performance Management are key aspects of Best Value and features of "Our Plan", the Council's Corporate Plan 2016-2020.

*"Our performance as an organisation will be managed effectively, with high standards being applied to the performance of staff and services. Poor performance will be addressed, and good service performance will be highlighted and shared."*

## 4.0 Key Issues:

**Progress on Corporate Plan Outcomes – Harbour Board Focus**

4.1 The Directorate is leading on the Corporate Plan commitment to clarify the Council's future role in the Port of Sullom Voe.

4.2 The Directorate are also contributing substantially to the Transport Planning projects to understand the options and investment required to create a sustainable

internal transport system over the next 50 years and People booking and paying for journeys on our ferries using efficient and effective systems.

**Environment & Transport Committee Key Objectives – Progress and Plans**

4.3 Appendix 1 provides an update on the Councils strategic redesign priorities led by, or substantially contributed to by, the Infrastructure Services Directorate. Appendix 3 summarises complaints received by the Directorate, Appendix 4 presents some highlights of Infrastructure Services activity as an Infographic.

4.4 The table below highlights some of the Infrastructure Roads, Estates and Environmental Services activity most relevant to the Environment & Transport Committee remit.

The Committee is invited to comment on any of these;

| Item | Actions |
|---|---|
| Overall | • Overall Financial targets substantially met.<br>• Strategic redesign programme agreed by Council and all projects progressed.<br>• New management structure bedding in. |
| Environmental Services | • Household waste recycling roll-out has been completed successfully.<br>• The new recycling shed is progressing well and targeting completion in September 2019.<br>• Commercial recycling scheme is being implemented in line with the completion of the recycling shed.<br>• A Zero Waste Shetland Partnership – a community based approach to waste awareness and prevention activities – was approved by Environment and Transport Committee on 26 April 2019 and a project officer to support this initiative has been appointed under the new graduate scheme.<br>• A Strategic Outline Case for the future of the ERP was approved by Environment and Transport Committee and Policy and Resources Committee in May 2019. An Outline Business Case will now be developed for future arrangements for the operation of the plant. |
| Estates Services | • Vehicle information system now bedded in across the whole Council fleet with management information being used to improve safety and efficiency.<br>• Pool car provision implemented with extensive support from the Council's Human Resources service. This has provided a particular success for care at home workers, however some additional work remains to be done for other staff groups. |
| | • Climate Change and Zero Carbon Shetland has been the recent focus of members briefing and considerable public discussion. A report will be brought to the Environment & Transport Committee at the next cycle of Council meetings. |

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| | • A project officer to support this initiative has been appointed under the new graduate scheme. |
| Roads | • Winter Gritting Mini Review completed December 2018, further review now planned to report to Environment & Transport Committee November 2019. |
| | • The replacement of conventional street lights with LED lanterns has progressed well. First years contract has been completed on time and within budget and further replacement is now progressing. |
| | • Roads network strategy has been the subject of a recent member briefing. A Strategic Roads Network Programme will be developed in parallel with upcoming financial planning activity and reported through the November 2019 cycle of meetings. |
| Ferry Operations | • Shetland Transport Programme Board' has been formed to manage help co-ordinate this and other Transport Projects.<br>• Funding ask for Revenue and Capital has been provided to Scottish Government and Transport Scotland as agreed. (Ferries Fair Funding Sounding Board meets regularly to pursue this matter with Government.)<br>• Matters are also being progressed through Inter-island Transport Group meetings with SG, TS, SIC, OIC, HiTrans and ZetTrans.<br>• Outline Business Cases are being progressed for (i) Revenue costs (ii) Fair isle route (iii) Whalsay route. |
| Airports | • Inter-island Air Service OBC has been prepared, and was presented to Council and ZetTrans in June. Tingwall airstrip was confirmed as the preferred mainland location for Inter Island flights.<br>• Business cases for resurfacing of Tingwall Airstrip and consideration of any other capital investment requirements are now being investigated for future reporting to Council.<br>• A business case for the licensing of Foula Airstrip, is now also being progressed to the same timeline. |

**Infrastructure Services Directorate Risks and Service Challenges – Environment & Transport Committee Focus**

4.5 Appendix 2 provides an update on the Infrastructure Services Risk Register. The Environment & Transport Committee should consider whether additional control measures could be applied to reduce the risk of circumstances giving rise to a negative impact on performance.

4.6 Key risks and service challenges with most direct relevance to the Environment & Transport Committee are;

- While the updated management structure and arrangements have been implemented, they will require time to become fully resilient **Corrective Action –** Periodic review of effectiveness and implementation of any further adjustments required.

- There is an increasing risk of operating ferry services with aging vessels and terminals in both escalating costs and service interruptions. This creates an ongoing budget pressure on the service and directorate budgets. **Corrective Action-** A comprehensive link span repair and life extension programme is being finalised and the Council is pursuing capital funding for a vessel replacement programme from the Scottish Government.

- Aspects of the Councils Strategic Roads Network now require consideration for more substantial intervention than can be provided through maintenance repairs. **Corrective Action** – A Strategic Roads Network Programme will be prepared in parallel with upcoming financial planning activity and reported to Council for consideration and decision in November 2019.

- Climate change and carbon management targets have been adopted by UK and Scottish Governments. The Council will need to consider Shetland's response in this area. **Corrective Action** – Proposals regarding a potential "Zero Carbon Shetland – Partnership and Strategy" will be reported to Council in November 2019 for consideration and decision.

**Infrastructure Financial Performance**

**2018/19 Outturn**

4.7 The Directorate spent £21.028m on revenue during 2018/19; an overspend of £351k compared to the approved budget of £20.677m. The key drivers of this overspend were increased drydocking costs in Ferry Operations and additional costs for Winter Maintenance in the Roads Service due to the lengthy period of icy road conditions in the beginning of 2019.

4.8 The Directorate also spent £7.540m on capital projects during the year; which was an underspend of £5.469m against the Directorate's approved budget of £13.009m. The majority of the underspending related to the Ferry Replacement Programme, which was delayed awaiting specification of the requirements and identification of funding from the Scottish Government. The other major areas of underspending are slippage on the new Recycling Sorting Shed & Equipment in Environmental Services and the Streetlighting Replacement project in Roads Service.

4.9 Appendices 5 and 6 are attached for more detailed information on the 2018/19 revenue and capital outturn position.

**2019/20 Quarter 1 Projected Outturn**

4.10 The Directorate is expecting to spend £23.556m on revenue during 2019/20; an overspend of £120k compared to the approved budget of £23.426m. This overspend relates to minor variances across the service areas.

4.11 The Directorate is also expecting to spend £8.921m of it's full capital budget of £11.623m. This underspend relates to the Ferry Replacement Programme which will slip to future years awaiting Scottish Government Fair Ferry Funding support.

4.12 Appendices 7 and 8 are attached for more detailed information on the 2019/20 revenue and capital outturn position.

**2020/2121 Look Ahead – Environment & Transport Committee**

4.13 A number of Infrastructure Services key projects and actions will continue into future years as they require sustained activity to deliver their objectives. Most significantly among those are;

- Zero Waste & Zero Carbon Shetland partnerships including the Energy Recovery Plant and it's relationship with SHEAP and the Lerwick District Heating Scheme.
- Ferry vessel replacement and ferry terminal redevelopment within the Ferry Service Review.
- Ferry linkspan life extension programme and Ferry terminal waiting room / toilet programme including Foula, Skerries and Ulsta facilities.
- Roads network strategy.
- Scottish Transport Infrastructure review and any connections to future Fixed Links considerations.

4.14 These projects will continue to report to relevant Council Committees for decisions as required and feature in the upcoming financial planning and budgeting activity for 2020/21 which the Council will embark on shortly.

4.15 Key financial issues for the Infrastructure Services Directorate going into 2020/21 will be the position on Fair Ferry Funding and Ferry replacement projects and the Zero Waste Shetland and Zero Carbon Shetland initiatives. Further discussion and reporting on these matters will be part of the Councils 2020/21 budget planning activity.

**5.0 Exempt and/or confidential information:**

5.1 None

| **6.0 Implications :** | |
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| **6.1 Service Users, Patients and Communities:** | Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement. |
| **6.2 Human Resources and Organisational Development:** | There are a number of actions in this service plan with potential staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. Ensuring staff feel valued and supported especially through periods of challenge and change is a key consideration for the Directorate Management team. |
| **6.3 Equality, Diversity and Human Rights:** | The Directorate uses Equalities Impact assessment to ensure its services are supporting those most in need and not making inequalities worse. |
| **6.4 Legal:** | The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services. |

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| **6.5**<br>**Finance:** | The outturn position for Infrastructure Services for 2018/19 was an overspend of £351k on the revenue budget, with total spend of £21.028m, and an underspend of £5.469m on the capital budget, with total spend of £7.540m.<br><br>The projected outturn position for 2019/20 as at Quarter 1 is an overspend of £120k on revenue, and an underspend of £2.7m on capital relating to slippage on the Ferry Replacement Programme. This means that the projected overall revenue and capital outturn position for Infrastructure Services will be a net underspend of £2.580m for 2019/20. |
| **6.6**<br>**Assets and Property:** | A number of the actions in the Directorate Plan relate to maintenance and replacement of Infrastructure and Council assets to maintain delivery of services to the people of Shetland. The aging infrastructure, skills shortage and pressure on capacity in the private sector are creating challenges to maintain service delivery within budget. |
| **6.7**<br>**ICT and new technologies:** | Telematics are a key enabler for fleet management and remote sensing and control equipment will be key for energy efficiency and carbon management. |
| **6.8**<br>**Environmental:** | The Directorate leads the delivery of the Council's Carbon Management Plan and delivers a programme of works to reduce energy usage across the Council's assets. |
| **6.9**<br>**Risk Management:** | Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.<br><br>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks. |
| **6.10**<br>**Policy and Delegated Authority:** | The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;<br><br>"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –<br><br>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.<br><br>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus." |

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| **6.11 Previously considered by:** | *None* | |

**Contact Details:**
John Smith, Director of Infrastructure Services, director.infrastructure@shetland.gov.uk

**Appendices:**

Appendix 1 – Progress on Strategic Redesign Projects
Appendix 2 – Risk Register
Appendix 3 – Complaints Summary
Appendix 4 – Infrastructure Infographic
Appendix 5 – Financial Outturn Q4 2018/19 – Revenue
Appendix 6 – Financial Outturn Q4 2018/19 – Capital
Appendix 7 – Financial Monitoring Q1 2019/20 – Revenue
Appendix 8 – Financial Monitoring Q1 2019/20 – Capital

**Background Documents:**

Our Plan 2016-2020

Council Medium Term Financial Plan

Infrastructure Directorate Plan 2018/19

# Service Redesign Programme - Infrastructure Services

Shetland Islands Council

**Generated on:** 30 July 2019

| Code & Title | Description | Desired Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP111 Waste Strategy & Recycling Collection | Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes | Establishment of a comprehensive long-term waste disposal strategy that includes:<br>• cost effective household and commercial recycling<br>• cost effective and appropriate energy recovery from waste, in line with legislation and waste permits<br>• reduction in waste to landfill in line with national targets and legislation | Planned Start | 01-Apr-2015 | | A Strategic Outline Case for the future of the ERP was approved by Environment and Transport Committee and Policy and Resources Committee in May 2019. An Outline Business Case will now be developed for future arrangements for the operation of the plant.<br><br>The new recycling shed is progressing well and targeting completion in September 2019. Commercial recycling scheme is being implemented in line with the completion of the shed.<br><br>A Zero Waste Shetland Partnership - a community based approach to waste awareness and prevention activities - was approved by Environment and Transport Committee on 26 April 2019 and a preferred candidate has been identified as project officer to support this initiative under the new graduate scheme. . |
| | | | Actual Start | 14-Nov-2016 | 70% | |
| | | | Original Due Date | 31-Mar-2016 | Expected success | |
| Lead | | | Due Date | 31-Mar-2020 | | |
| Colin Bragg; Carl Symons | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Desired Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP208 The Council's future role in the port of Sullom Voe | Work with the Sullom Voe Terminal owners, Shetland gas Plant, and Oil & Gas Authority to develop future plans for the terminal | Maximise the economic life of the Terminal and the port of Sullom Voe. | Planned Start | 31-Mar-2018 | | The Oil & Gas Authority (OGA) identify Shetland and Sullom Voe as a key hub for East of Shetland, West of Shetland and North of Shetland Oil and Gas developments. They also recognise the potential that the Sullom Voe Hub (The Sullom Voe Terminal, The Port of Sullom Voe and Shetland Gas Plant) could have for diversification and development to participate in significant new energy opportunities.<br>All parties involved in the East, West and North of Shetland are now looking at medium and long term issues and options as North Sea Oil production declines, West of Shetland crude oil |
| | | | Actual Start | 31-Mar-2018 | 30% | |
| | | | Original Due Date | 01-Sep-2020 | Expected success | |
| Lead | | | Due Date | 01-Sep-2020 | | |
| John Smith | | | Completed Date | | Likely to meet target | |

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| | | | | | | production is increasing whilst West of Shetland, and potentially North of Shetland, Gas exploration and production options are being investigated actively.<br>Major energy companies are now also increasingly looking to understand how their businesses can migrate toward lower carbon futures and to develop their understanding and capabilities in these emerging sectors.<br>Developing an effective partnership between all relevant parties is potentially one of the most effective outcomes from current SVT-Clair review activity.<br>Areas of potential interest already identified include:<br>• Support for transferable energy skills, research activity and energy skills development<br>• Further potential for the “Sullom Voe Hub” and new business development<br>• Support for the migration of Oil & Gas energy activity to a lower carbon future<br>• Development of best practice in environmental monitoring, environmental protection and environmental impact mitigation.<br>• Development of skills and capability in onshore decommissioning and infrastructure redevelopment<br>4.6 Realising these opportunities will be best achieved through effective partnership working. |

| Code & Title | Description | Desired Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP224 Scalloway Harbour - Capital Project | Major capital project responding to industry needs | Cost effective and sustainable arrangements for Scalloway Harbour | Planned Start | | | The redevelopment of Scalloway Fishmarket is progressing well with a projected completion date of late 2019 / early 2020. |
| | | | Actual Start | 21-Mar-2019 | 50% | |

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| | | which cover costs, generate income and enable access to other funding. Infrastructure in place which meets users' needs and promotes further economic activity. | Original Due Date | 31-Mar-2022 | Expected success | Small boat landing crane pilot has been installed at Scalloway (next will be Symbister).<br><br>A Strategic Business Case for the Scalloway West Pier / any other recommended development will be developed for reporting December 2019 accompanied by a marketing plan for Scalloway and Shetland's small ports. |
| Lead | | | Due Date | 31-Mar-2022 | | |
| Andrew Inkster; John Smith | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Desired Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| SP179 Fleet Review | Following the successful implementation of vehicle telematics a fleet review will be carried out which looks into the distribution, operation and utilisation of the Council's entire vehicle fleet. | A flexible, fit for purpose and appropriately sized Council vehicle fleet, which meets service delivery needs, and which is cost effective. | Planned Start | 01-Oct-2018 | | Navman vehicle information system is now installed across the fleet. Opportunities will continue to be sought to maximise the use of the management information this generates to improve safety and efficiency in the use of the fleet.<br><br>Fleet replacement profiled to ensure most efficient replacement timetables<br><br>A consistent policy is in place for replacement of vehicles across the fleet.<br><br>Pilots of pool car availability for cost effective and safer employee travel have commenced and will be evaluated. |
| | | | Actual Start | 15-Aug-2018 | 80% | |
| | | | Original Due Date | 31-Mar-2019 | Expected success | |
| Lead | | | Due Date | 31-Mar-2020 | | |
| Carl Symons | | | Completed Date | | Likely to meet target | |

| Code & Title | Description | Desired Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| SRP01.1 Internal Ferries | The proposed development would be to establish a means of ensuring revenue and capital funding is available to support the continued provision of inter-island ferry services and, where proven to be a viable alternative, the provision of fixed links. | Sustainable services providing transport links between the islands currently without fixed links | Planned Start | 14-Feb-2018 | | Shetland Transport Programme Board' has been formed to manage help co-ordinate this and other Transport Projects.<br>Funding ask for Revenue and Capital has been provided to Scottish Government and Transport Scotland as agreed. (Ferries Fair Funding Sounding Board meets regularly to pursue this matter with Government.)<br>Matters are also being progressed through Inter-island Transport Group meetings with SG, TS, |
| | | | Actual Start | 14-Feb-2018 | 60% | |
| | | | Original Due Date | 31-Mar-2022 | Expected success | |
| Lead | | | Due Date | 31-Mar-2020 | | |
| Neil Grant (Director); John Smith | | | Completed Date | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | SIC, OIC, HiTrans and ZetTrans<br>Outline Business Cases are being progressed for (i) Revenue costs (ii) Fair isle route (iii) Whalsay route |

| Code & Title | Description | Desired Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| SRP01.2 Internal Flights | The proposed development would be to establish what is required in terms of a sustainable network of inter-island air services and supporting infrastructure in the longer term, and to make the case for fare funding for these. | Sustainable system of inter-island air services which complements other transport systems, and which are fairly funded. | Planned Start | 14-Feb-2018 | | 'Shetland Transport Programme Board' has been formed to help co-ordinate this and other Transport Projects<br>Inter-island Air Service OBC has been prepared, and was presented to Council and ZetTrans in June. Tingwall airstrip was confirmed as the preferred mainland location for Inter Island flights.<br>Business cases for resurfacing of Tingwall Airstrip and consideration of any other capital investment requirements are now being investigated for future reporting to Council.<br><br>A business case for the licensing of Foula Airstrip, is now also being progressed to the same timeline |
| | | | Actual Start | 14-Feb-2018 | 40% | |
| | | | Original Due Date | 31-Mar-2022 | Expected success | |
| Lead | | | Due Date | 31-Mar-2020 | | |
| Neil Grant (Director); Andrew Inkster | | | Completed Date | | Experiencing issues, risk of failure to meet target | |

| Code & Title | Description | Desired Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| SRP20 Energy Efficiency | Efficient and cost effective energy arrangements across Council assets - Public buildings and ferry, tug, bus and car fleets | Efficient and cost effective energy arrangements are in place across all Council assets. | Planned Start | 01-Apr-2019 | | A strategic overview on Climate Change and Carbon Reduction and the Councils objectives, role and proposed actions is being prepared and will be reported to Council in September 2019.<br><br>Member briefing and a members information sharing event are programmed for late August.<br><br>A project officer has been appointed to support this initiative. |
| | | | Actual Start | 15-Apr-2019 | 20% | |
| | | | Original Due Date | 31-Mar-2022 | Expected success | |
| Lead | | | Due Date | 31-Mar-2020 | | |
| Mary Lisk; Carl Symons | | | Completed Date | | Likely to meet target | |

**Shetland Islands Council** Date: **, 27 August, 2019**

# Infrastructure Directorate - Risk Register

| | Current | | | | Target | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Risk & Details** | **Likelihood** | **Impact** | **Risk Profile** | **Current and Planned Control Measures** | **Probabilty** | **Impact** | **Risk Profile** | **Responsible Officer** | **Business Unit** |
| Infrastructure services delivers front line services across Shetland, employing a large number of staff delivering a range of heavy engineering and transport services, including ferries.<br>**Trigger** : Poorly managed systems, staff error, oversight or actions, poor training of staff, equipment or facilities not maintained, lack of budget for maintenance of assets<br>**Consequences** : injury or death, regulator (e.g. HSE, CAA or MCA) investigation time and costs, legal action, reputational damage<br>fines, prison- corporate manslaughter<br>Risk type : Accidents /Injuries - Staff/Pupils/ Clients/Others<br>Reference - F0021 | Unlikely | Major | Medium | • Systems in place e.g. Risk Assessments, staff trained and competent to deliver duties. Managers trained in Health & Safety.PIN forms reviewed regularly. Safety culture to flag concerns. | Unlikely | Significant | Medium | John Smith Infrastructure Services | Infrastructure Services |
| Pollution incident at Port, Landfill/Waste to Energy Plant/ Airport<br>**Trigger** : Poor staff training and supervision, failure of systems, failure of equipment, poor maintenance of equipment, staff actions,<br>**Consequences** : Legal action, death/injury to plants/animals/humans, Prosecution<br>Risk type : Escape of pollutant<br>Reference - F0022 | Unlikely | Extreme | High | • Management systems in place, regular audit, staff trained and competent, maintenance plans in place. | Unlikely | Extreme | High | John Smith Infrastructure Services | Infrastructure Services |
| Services must be delivered within a statutory framework.<br>**Trigger** : Poor training, unqualified staff, poor supervision, shortage of staff<br>**Consequences** : Prosecution, contracts faile due to failure to follow EU legislation, Legal action, Financial costs, failure to meet requirements for external auditors, reputational damage, political embarassment,<br>Risk type : Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc<br>Reference - F0023 | Possible | Significant | Medium | • Policies and procedures applied to ensure compliance. Effective risk assessments with suitable control measures. Staff trained and suitably experience and competent to fulfill appropriate roles and responsibilities. . | Unlikely | Significant | Medium | John Smith Infrastructure Services | Infrastructure Services |
| Loss of key staff, failure to recruit to key roles (Airport/Harbour/Ferries/Roads/Estates/Env Health) means service cannot continue or fails to deliver statutory duties.<br>**Trigger** : Recruitment by other industries, age profile of staff, no workforce planning, recruitment and retention issues,<br>**Consequences** : Services stop, financial loss at port, impact on community, reputational damage, failure to meet statutory duties,<br>Risk type : Key staff - loss of<br>Reference - F0024 | Likely | Significant | High | • Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed.Working in partnership with HR/ Workforce to address. | Likely | Significant | High | John Smith Infrastructure Services | Infrastructure Services |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings<br>**Trigger** : Poor budget management, optimism about savings and change, unexpected demands on budget, loss of income or key customer,<br>**Consequences** : Financial sustainability of Council impacted, reputational and political damage<br>Risk type : Loss of revenue/income<br>Reference - F0025 | Possible | Extreme | High | • Contingency built into budget setting for extraordinary, regular budget monitoring to establish and respond to trends.Management trained and regular communications to finance staff.<br>Systems in place to monitor, consider and mitigate significant financial risks from all strands of services. | Unlikely | Significant | Medium | John Smith Infrastructure Services | Infrastructure Services |
| Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance<br>**Trigger** : Poor financial planning, failure to reduce estate, Failure to invest in maintenance of roads, transport infrastructure,<br>**Consequences** : Withdrawal of key transport services, closure of roads, communities unable to access work, health, closure of offices and schools<br>Risk type : Policies - effect of<br>Reference - F0028 | Likely | Significant | High | • Developing maintenance programe, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns.Strategic long term asset investment / long term service development plans. | Rare | Significant | Low | John Smith Infrastructure Services | Infrastructure Services |
| Changes in legislation for Fuel, waste, Carbon, emissions levels.<br>**Trigger** : Government legislation or Significant technological change which alters the best practicable means of managing a risk. Additional costs, services must be changed to comply, new technology or equipment required.<br>**Consequences :** If action isn't taken there is a risk of enforcement action or fines for non-compliance with new legislation.<br>Risk type : Legislation changes<br>Reference - F0030 | Possible | Significant | Medium | • Various steps Identification of climate change and carbon management, fuel efficiency, waste management - key service redesign projects in progress | Possible | Significant | Medium | John Smith Infrastructure Services | Infrastructure Services |
| Extreme weather events cause flooding, costal erosion, loss of key infrstructure lost sailings, increased snow conditions, additional repairs<br>**Trigger** : Severe weather,<br>**Consequences** : Loss of service, environmental damage/ impact, damage to property, loss of communications, loss of key infrastructure, financial burden for repairs, reputational damage.<br>Risk type : Storm, Flood, other weather related, burst pipes etc<br>Reference - F0026 | Likely | Major | High | • Various - Contingency budget for weather eventsEmergency plans, BC plans services. | Likely | Significant | High | John Smith Infrastructure Services | Infrastructure Services |
| Service has to manage response to Animal or infectious disease outbreak , management of the response fails to prevent further damage to public health or animal health<br>**Trigger** : Outbreak of disease poorly managed by service<br>**Consequences** : reputational damage, external investigation, political scrutiny, government/agency sanctions, claims and legal action<br>Risk type : Publicity - bad<br>Reference - F0027 | Rare | Significant | Low | • Emergency plans exercisedstaff well trained and supported by professional groups and agencies. Communication plans in place for emergencies. | Rare | Significant | Low | John Smith Infrastructure Services | Infrastructure Services |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| There is a challenge to sustain current business and developing new business activity at Sullom Voe Terminal.<br>Sullom Voe Terminal employs some 400 staff directly and many more indirectly. Exports from SVT through the Port of Sullom Voe (PoSV) earn c£6m - £8m contribution to Council reserves annually, an income level which is a key component of the Councils MTFP.<br>**Trigger** : SVT processes Oil received through pipeline from East of Shetland (Brent & Ninian Pipeline Systems) and West of Shetland (Clair Pipeline System). East of Shetland volumes are in long term decline but West of Shetland is forecast to increase significantly over the coming years and be sustainied for a considerable period of time, c2050-60. There are however evaluations and negotiations ongoing between Clair system owners and SVT operator and owners about whether a long term contract for Clair/SVT can be agreed, or whether some by-pass option might be preferred. Without Clair volumes the medium / long term future of SVT would be in some jeopardy.<br>**Consequences :** If SVT cannot secure long term business on a satisfactory commercial basis then there is a risk that the terminal would close in the medium term perhaps around 2025. A significant decline or cessation of Oil & Gas activity at SVT would have very considerable economic, financial and social consequences.<br>Risk type : Loss of revenue/income<br>Reference - ORG0047 | Possible | Extreme | High | • The Council has recognised that there is a significant review processbeing carried out at the moment between Clair and SVT. Discussions have been held with both parties and further discussions sought with the UK Oil & Gas Authority (OGA). An internal/ external project team has been established to focus on this issue and specific items of technical advice are being considered with legal, financial and technical advisors. Engagement has been initiated through the Sullom Voe Association and Council SVA directors are being kept informed of developments as a sounding board. Further reports on progress and plans will be brought to Council through appropriate channels to ensure commercial confidentiality.” | Unlikely | Significant | Medium | John Smith Shetland Islands Council | Shetland Islands Council |

# Appendix 3 - Complaints - Infrastructure Directorate

Shetland Islands Council

This shows all complaints that were open during the Quarter.

Frontline complaints should be closed within 5 working days

Investigations should be closed within 20 working days

**Generated on:** 13 August 2019

## Standard of service received

| ID | Stage Title | Received Date | Status | Closed Date | Service /Directorate | Days Elapsed | Complaint Upheld? |
|---|---|---|---|---|---|---|---|
| COM-18/19-927 | Frontline | 08-May-2019 | Closed | 17-May-2019 | Ferry Operations | 7 | Partially Upheld |
| COM-18/19-929 | Frontline | 13-May-2019 | Closed | 24-May-2019 | Environmental Services | 9 | Not Upheld |

## Dissatisfaction with Council policy

| ID | Stage Title | Received Date | Status | Closed Date | Service /Directorate | Days Elapsed | Complaint Upheld? |
|---|---|---|---|---|---|---|---|
| COM-18/19-940 | Frontline | 31-May-2019 | Closed | 07-Jun-2019 | Roads | 5 | Partially Upheld |

## Behaviour/Attitude of staff

| ID | Stage Title | Received Date | Status | Closed Date | Service /Directorate | Days Elapsed | Complaint Upheld? |
|---|---|---|---|---|---|---|---|
| COM-18/19-915 | Frontline | 23-Apr-2019 | Closed | 25-Apr-2019 | Roads | 2 | Not Upheld |
| COM-18/19-930 | Frontline | 20-May-2019 | Closed | 20-May-2019 | Ferry Operations | 0 | Upheld |

# INFRASTRUCTURE SERVICES REVIEW OF THE YEAR 2018/19

OUR PERFORMANCE MATTERS

Council's carbon footprint was
**25,818 tCO2e**
down from **27,000 tCO2e**
in the previous year
the equivalent of taking
**232 cars** off the road

**77 OIL TANKERS**
with **600,000 barrels** of oil each
moved by the **Port of Sullom Voe**

**1.5t** Domestic batteries collected

**3.8 tonnes** of explosive
to produce **66,893 tonnes** of rock
the equivalent of **2 family cars** to
produce almost **6 Northlink** ferries

**6,172 tonnes** of general waste collected
the equivalent to **881.7 Adult Male African Elephants**

**1,311** **Health Certificates** processed for fish exports

**137+** Abandoned vehicles collected

**250,660m²** of road surface dressed
the equivalent to
**17 Tingwall runways**

**34,271m²** of road resurfaced
the equivalent to
**2.5 Tingwall runways**

**556 tonnes** of glass collected
the equivalent to
**2,647,619**
empty jam jars

**800** of the **4,000** streetlights have been changed to LEDs

**305** **emergency works** dealt with by **Building Services** staff

**Infrastructure Services**

**Revenue Outturn Position for 2018/19 at Quarter 4**

| Budget v Projected Outturn Variance at Quarter 3 (Adv)/Pos £000 | Service | Revised Annual Budget at Quarter 4 £000 | Outturn at Quarter 4 £000 | Budget v Outturn Variance at Quarter 4 (Adv)/Pos £000 |
|---|---|---|---|---|
| 2 | Director of Infrastructure Services | 539 | 542 | (3) |
| 49 | Environmental Services | 2,087 | 1,955 | 132 |
| 1 | Estate Operations | 965 | 709 | 256 |
| (307) | Ferry Operations | 7,454 | 7,868 | (414) |
| (58) | Roads Service | 3,547 | 3,779 | (232) |
| | **Collective Council Budgets:** | | | |
| (33) | Energy | 3,004 | 3,020 | (16) |
| (25) | Water | 371 | 382 | (11) |
| 2 | Building Maintenance | 2,492 | 2,469 | 22 |
| 0 | Grasscutting | 171 | 179 | (8) |
| 61 | Fleet Maintenance | 728 | 720 | 8 |
| **(309)** | **Total Controllable Costs** | **21,357** | **21,623** | **(265)** |
| (66) | Collective Council Budgets recharged to Harbour Account, HRA, Capital & VJB | (680) | (595) | (86) |
| **(375)** | **Net Total excluding Other Funds** | **20,677** | **21,028** | **(351)** |

An explanation of the significant outturn variances by service at quarter 4 are set out below.

**1. Environmental Services – outturn underspend of £132k (6%)**

The underspend mainly relates to

- Waste Recycling Service redesign savings not achieved due to delays in construction of sorting shed reducing the recycling efficiency and further roll out to commercial properties (£150k);
- additional employee costs in the Energy Recovery Plant for long term sickness cover as the Plant requires full cover to be operational (£52k); offset by
- new income stream at Energy Recovery Plant for NHS Scotland's clinical waste and higher recycling waste income than budgeted due to increased waste values £193k; and

- increased income from more waste to Landfill than anticipated which can fluctuate depending on the current construction sector projects and types of waste received £92k.

**2. Estate Operations - outturn underspend of £256k (27%)**

This mainly relates to:

- underspending on Building Distribution System and Storage Heater & Controls Upgrade projects due to lack of staff to design the work programme. The majority of this budget has been carried forward to 2019/20 and a graduate placement has now been appointed to progress these projects £151k; and
- receipt of external grant income for leasing of Electric Vehicles, which was a not budgeted for creating a variance, this budget is also carried forward to meet the costs in future years £43k.

**3. Ferry & Air Operations – outturn overspend of (£414k) (6%)**

The major reasons for the overspend are

- additional drydocking and maintenance costs across the ferry fleet as more repairs required once vessel investigations are underway than anticipated, including a double drydocking caused by breakdown delays in 2017/18 (£247k);
- additional ferry vessel fuel usage across the service for various reasons including additional hires and bad weather conditions increasing usage and timing of individual vessel fuel deliveries at the beginning and end of the year which increase costs in the year (£68k);
- overspend on hired & contracted services costs for changes required to the electronic booking system and replacement ticket machines including web development and server upgrade which were not known when the budget was set (£55k); offset by
- additional fare income on Yell Service for increased commercial and domestic travel due to the new salmon factory in Yell requiring additional product haulage and people travelling to work there who live outwith Yell; and an increase in tourist traffic in 2018/19 £89k.

**4. Roads Services – outturn overspend of (£232k) (7%)**

The overspend relates to

- reduced Scord Quarry income from less private sector demand for mixed product (£100k);
- overspend on Winter Maintenance budget for lengthy period of icy road conditions in the beginning of 2019 (£181k);
- overspend on Roads Maintenance budgets due to the delay in replacement of the asphalt plant suitable for two lane carriageways, and resulting transfer of resurfacing work plan to single track roads with additional hire and moving costs between jobs and increased verging requirement; and increased patching costs as

more life extension work is required for road deterioration using surface dressing (£159k); offset by

- underspend on Total Damage Compensation project also due to delays in replacement of the asphalt plant £217k. This budget will be carried forward to 2019/20 for completion of this work.

**Infrastructure Services**

**Capital Outturn Position for 2018/19 at Quarter 4**

| Overall Budget v Projected Outturn Variance at Quarter 3 (Adv)/Pos £000 | Service | Revised Annual Budget at Quarter 4 £000 | Outturn at Quarter 4 £000 | Budget v Outturn Variance at Quarter 4 (Adv)/ Pos £000 | Slippage required in 2019/20 £000 | Overall Budget v Outturn Variance at Quarter 4 (Adv)/Pos £000 |
|---|---|---|---|---|---|---|
| 0 | Infrastructure Director | 22 | 22 | 0 | 0 | 0 |
| 0 | Environmental Services | 1,254 | 508 | 746 | (750) | (4) |
| 0 | Estate Operations | 4,076 | 3,402 | 674 | (351) | 323 |
| 11 | Ferry Operations | 4,834 | 1,866 | 2,968 | (257) | 2,711 |
| 316 | Roads Service | 2,822 | 1,742 | 1,080 | (154) | 926 |
| **327** | **Total Controllable Costs** | **13,009** | **7,540** | **5,469** | **(1,512)** | **3,957** |

An explanation of the significant outturn variances by service at quarter 4 are set out below.

**1. Environmental Services - outturn underspend £746k (59%)**

This variance mainly relates to:

- the Recycling Sorting Shed & Equipment project which was delayed due to more significant excavation requirements than anticipated and planning permission issues regarding proximity to the existing Landfill site delaying the appointment of a contractor to undertake the build £579k; and
- the Landfill Capping project which has not proceeded as planned due to a slower fill rate than originally anticipated £171k.

**2. Estate Operations – outturn underspend £674k (17%)**

This underspend comprises:

- a delay in the approval of replacement asphalt resurfacing equipment in the Vehicle Replacement Programme which was budgeted for purchase during the year £360k;
- a delay in the Wind Turbine project at Baltasound Junior High School for further investigation into noise constraints £63k; and

- delays in progressing projects in the Capital Maintenance programme, mainly roofing works at Mossbank Primary School due to contractor and engineering resourcing issues; and steelworks and cladding at the Waste to Energy Plant awaiting certainty about the future of the Plant £247k.

**3. Ferry & Air Operations – outturn underspend £2.968m (61%)**

This underspend mainly relates to:

- delays in progress with the Ferry Replacement Programme which is not anticipated to start until further detailed work has been done on the requirements and confirmation of funding £2.7m; and
- underspending on the Ferry Life Extension Works programme due to a long lead in time for delivery of Marine Evacuation Equipment falling into 2019/20 £243k.

**4. Roads Service – outturn underspend £1.080m (38%)**

The main reasons for this underspend are:

- the Stonganess Bridge replacement is to be slipped into 2019/20 for land acquisition delays and project redesign requirements £368k;
- slippage on the Streetlighting Replacement project for delays in tendering the first year contract resulting in late start in year and budget profiling for the project weighted too highly in the first year of project £527k; and
- slippage on the Pelican Crossing budget pending an assessment of requirement for the new Anderson High School £54k.

**Slippage**

As some of the project slippage was confirmed during 2018/19 it was built into the 2019-24 Asset Investment Plan, with the rest included in the carryforward requirement shown in the table above which has now been added to the approved 2019-24 Asset Investment Plan.

**Infrastructure Services**

**Projected Revenue Outturn Position for 2019/20 at Quarter 1**

| Service | Revised Annual Budget at Quarter 1 £000 | Projected Outturn at Quarter 1 £000 | Budget v Projected Outturn Variance at Quarter 1 (Adv)/Pos £000 |
|---|---|---|---|
| Director of Infrastructure Services | 342 | 346 | (4) |
| Environmental Services | 2,378 | 2,445 | (67) |
| Estate Operations | 8,914 | 8,912 | 2 |
| Ferry Operations | 8,346 | 8,358 | (12) |
| Roads Service | 3,456 | 3,495 | (39) |
| **Total Controllable Costs** | **23,436** | **23,556** | **(120)** |

There are no significant projected outturn variances by service at quarter 1.

**Infrastructure Services**

**Projected Capital Outturn Position for 2019/20 at Quarter 1**

| Service | Revised Annual Budget at Quarter 1 £000 | Projected Outturn at Quarter 1 £000 | Budget v Projected Outturn Variance at Quarter 1 (Adv)/ Pos £000 |
|---|---|---|---|
| Environmental Services | 1,300 | 1,300 | 0 |
| Estate Operations | 2,973 | 2,973 | 0 |
| Ferry Operations | 3,842 | 1,140 | 2,701 |
| Roads Service | 3,508 | 3,508 | 0 |
| **Total Controllable Costs** | **11,623** | **8,921** | **2,701** |

An explanation of the significant projected outturn variance by service at quarter 1 is set out below.

**1. Ferry Operations - projected outturn underspend £2.7m (70%)**

This variance relates to the Ferry Replacement Programme which will slip to 2020/21 awaiting Scottish Government Fair Ferry Funding support.

Shetland Islands Council

Agenda Item

**2**

| | | |
|---|---|---|
| **Meeting(s):** | **Development Committee**<br>**Shetland College Board**<br>**Environment and Transport Committee** | **1 July 2019**<br>**28 August 2019**<br>**4 September 2019** |
| **Report Title:** | **Development Directorate Performance Report - 2018/19** | |
| **Reference Number:** | **DV-09-19-F** | |
| **Author / Job Title:** | **Neil Grant - Director of Development Services** | |

## 1.0 Decisions / Action Required:

1.1 The Committee should discuss the contents of this report and make any relevant comments on the achievements of the Directorate during 2018/19, progress against the priorities set out in the Directorate Plan and contribute to the planning process for future years.

## 2.0 High Level Summary:

2.1 This report summarises the activity and performance of the Development Directorate for 2018/19, enabling Members to analyse its performance against the Directorate's Service objectives and the Corporate Plan outcomes.

## 3.0 Corporate Priorities and Joint Working:

3.1 Effective Planning and Performance Management are key aspects of Best Value and features of "Our Plan", the Council's Corporate Plan 2016-2020.

- Our performance as an organisation will be managed effectively, with high standards being applied to the performance of staff and services. Poor performance will be dealt with, and good service performance will be highlighted and shared.

## 4.0 Key Issues:

4.1 The Directorate's objectives as detailed in the Directorate Plan are the outcomes the Directorate aims to deliver in the year. We said **"what we must do in 2018/19"** was:

<u>PARTICIPATION</u>

- Support implementation of all parts of the Community Empowerment Act. In relation to Part 2 – Shetland's Partnership Plan, Governance, and Delivery Plans.

- Enable a 10 year plan to attract people to Shetland to live, work, study and invest in Shetland.

- Develop a shared policy approach and arrangements in relation to resilient rural communities. E.g. Islands with small populations.

- Continue to develop the Council's approach to Community Choices/Participatory Budgeting.

PLACE

- Enable development to happen
    - Consider policy implications in response to the National Review of Planning
    - Develop a new Local Development Plan (LDP2)
    - Develop a Master Plan for the Knab site

- Increase the supply of housing across all tenures
    - Develop refreshed Local Housing Strategy
    - Deliver supply target of affordable housing through the Strategic Housing Investment Plan (SHIP)
    - Investigate incentives and initiatives to increase supply of affordable homes
    - Assist communities to develop bespoke housing solutions
    - Encourage appropriate private development
    - Work in partnership with developers, builders and allied trades, and utilities to deliver new build housing targets

- Support for local businesses and entrepreneurs
    - Work with partners to achieve a strong Islands Deal
    - Proactively research Brexit opportunities, risks and scenarios
    - Provide commercial lending and grant support funding to local businesses

- Develop Shetland's Skilled Workforce
    - Deliver a sustainable model for Tertiary Education Training and Research
    - Establish Shetland's unique selling points for attracting students to study in Shetland
    - Provision of Student and Key Worker Accommodation
    - Increase the level of school pupil interest in STEM subjects, and entrepreneurship, to influence career choices and gender balance of Shetland's young workforce.
    - Further increase the number of Modern Apprentices.
    - Access funding programmes and opportunities brought about by the Modern Apprenticeship Levy.

- Achieve High Speed Broadband and mobile coverage throughout Shetland.
    - Influence Scottish Government R100 programme, reaching 100% by 2021.
    - Progress opportunities to extend local networks, using external funding, and where there is a business case justification.

- Achieve sustainable and affordable internal and external transport links
    - Inter-Island transport service provision, including fair funding of Ferries and internal air services.
    - Influence External Transport provision, new North Isles Ferry Contracts, fares and charging structures

- Develop and promote internal transport networks including new public bus services
- Work with stakeholders to develop a system of fares within internal transport services which help to address inequalities

At the same time we will continue to:

- reliably and safely deliver our day to day services that meet the needs of our customers;
- meet our statutory requirements and deliver compliant services;
- deliver our objectives to ensure the Corporate Plan commitments are met;
- maintain our existing assets;
- protect the environment and reduce the environmental impact of our activities;
- address inequality- supporting those most in need and not making inequalities worse;
- provide best value for the public funds invested in our services.

**Directorate Achievements in 2018/19**

4.2 During 2018/19 the Development Directorate achieved the following:

- **Shetland's Partnership Plan 2018-28**, has been adopted by all Schedule 1 community planning partners and the Plan was launched in August 2018. A draft Delivery Plan has been developed for the four priorities: PARTICIPATION, PEOPLE, PLACE, and MONEY, with planned stakeholder sign off in June 2019.

- **Community Asset Transfer:** South Nesting, transfer of the old school, is an exemplar project from both a community and Council perspective.

- **Islands with Small Populations:** Continue to work with the islands with small populations to develop better coordination of public support services and alignment to achieving community plans**.**

- **'Building for the Future in Shetland'**: structured engagement with housing developers, building companies and agents to enable new build housing is progressing, with workshops on agreed priorities, Procurement, Skilled Workforce and Business Development and Support having taken place. The Developing Young Workforce group are helping to connect the building sector with schools and the future young workforce. However, a shortage of Planning Officers is creating backlogs in Planning. Special effort is being applied to recruit and backfill Planning posts, supported by Corporate Services and good progress has been made with 4 successful recruitments. The Service has in the meantime kept regular dialogue with developers and effectively managed the backlog and other workloads. The backlog of planning applications is now significantly reducing.

- '**Strategic Housing Investment Plan'**: Current 5 year funded plan to build 316 new affordable homes in the next 5 years

- **Local Development Plan (LDP)** – Call for sites and adverts for submission of interest have been published and will run for a period of 6 months. Further promotion will be done during this period. A detailed report on LDP progress was submitted to the Development Committee on 5 March 2019.

- **Knab Site Masterplan**: The draft Masterplan for the site has gone through public consultation, and was presented to the Development Committee and Council on 11 June 2019. The Masterplan has now been adopted as planning guidance with a condition to further engage local residents on traffic flow and parking issues.

- **Scalloway Making Places Project** has achieved very good community engagement and will help to establish the community priorities and how they can be achieved in future place and service plans. This will ultimately contribute to planning policy for the area.

- **Islands Deal** proposal is being developed, based on attracting young people to the islands to live, work, study. A final version of the Islands Deal is being prepared and is planned to be presented to committee in the September 2019 cycle.

- **Shetland 600MW Inter Connector**: Engagement with UK Government, Ofgem, National Grid, and SE Networks towards a commitment of providing a 600MW link.

- **Shetland Space Centre Project:** Development services are currently engaging with Shetland Space Centre Ltd, HIE, UK Space Agency and other key private sector stakeholders to identify how this very significant opportunity can best be supported and facilitated by the Council.

- **Colleges Merger**: The Full Business Case was approved in December 2018. Implementation under UHI project management resource is progressing. The Shadow Board which will oversee the formation of the new College is currently being recruited to. The Principal Designate post is also currently going through the recruitment process.

- **Developing the Young Workforce (DYW):** Work with Childrens Services, Adult Care Services, Corporate and stakeholders and businesses to increase the number of modern apprentices, and relationships with Businesses, Colleges and Schools.

- **Centre for Rural Creativity**: This project is now making significant progress and is achieving notable inward investment, for local research activity, for example the 'Home and belonging project'

- **Employability Services:** service redesign completed and implemented on 1 January 2019.

- **Fair Funding of Internal Ferry Services:** Outline Business Cases are being progressed in partnership with Transport Scotland to properly identify appropriate specifications for the inter-island transport network. In the meantime, Shetland's revenue ask for 2019/20 has not been fully met in the Scottish Government Budget settlement. Peter Brett Associates have been contracted and are currently working on the Outline Business Cases (OBCs) for Fair Isle, Whalsay and the revenue options of inter-island ferry services, to be completed. Socio-economic Outline Business Cases (OBCs) have been prepared and will be presented to Council on 26 June 2019.

- **Public, School and Adult Social Care Transport:** Specification of the school, public bus network, and Social Care Transport is being developed with specialist

support from Peter Brett Associates. The project has reached Strategic Outline Case stage and is being reported during this cycle of Committee meetings.

- **Northern Isles Ferry Services**: ZetTrans officers have been facilitating consultation with Transport Scotland and local stakeholders on the specification of the new contracts which are planned to start in October 2019.

- **North Isles Fibre Network**: UK Government, DCMS funding of £2m has been awarded to build a public sector fibre network to Yell and Unst. Detailed design work is progressing and implementation is targeted for 2019/20.

4.3 Appendix A shows progress on the key projects and actions the Directorate set out to complete or substantially progress in 2018/19. Appendix B shows the Council wide indicators and the Key Directorate Indicators to enable the Committee to monitor service delivery against our performance targets and our Directorate Objectives in 4.1.

**Financial Performance**

4.4 The Directorate has spent £17.717m in controllable costs in the 2018/19 financial year, an overspend of £3.554m compared to the Directorate's approved budget of £14.323m. The primary driver of this overspend is the decision to cover the pension cessation costs associated with the merger of the tertiary sector in Shetland, as well as delays to the Tertiary Education Review project which means that savings anticipated from this project will not be realised in the current financial year, increased cost of providing public transport and public transport redesign costs. There is also a commitment of £161k to carry forward for service delivery in 2019/20. See appendix F for more details.

4.5 The Shetland College has spent £185k to cover all of its net costs, requiring £893k contribution from the Shetland Islands Council to do so. Train Shetland have spent £246k in controllable costs, an overspend of £110k when compared to the service's budget of £136k. See appendix G for more details.

4.6 When compared to projected overspend earlier in the year, the Director of Development has sought to mitigate the projected overspend through a combination of the following actions:

- Management of the Colleges Merger project and project funding from the Scottish Funding Council;
- Planning Service Recruitment;
- Implementation of the Review of Economic Development Services;
- Finding further efficiencies across all services;
- Sharing of project costs with Community Planning partners; and
- Pursuing commercial opportunities relating to telecoms infrastructure

4.7 Included within the service revenue budget are the following service redesign saving proposals:

- £250k – Tertiary Sector Redesign: Following the conclusion of the Full Business Case for the tertiary merger, it is anticipated that that savings will not be achieved until 2020/21. Actions being taken include prioritising this project to ensure that it can be delivered to the target vesting date of 6 January 2020; minimising costs associated with the project by obtaining funding from the Scottish Funding Council;

and seeking efficiencies across the Development Directorate over the course of the year to meet the 2018/19 shortfall.

- £40k – Promote Shetland Contract: this contract has been awarded, and savings of £33k per annum realised. Action to achieve the remaining £7k saving will be taken across all budget areas as the year progresses.

4.8 The projected contribution from the Housing Revenue Account Reserve is £1.643m, which is £354k more than budgeted. Please see appendix H for more details.

4.9 Appendices F, G and H are attached for detailed information on the Revenue and Housing Revenue Account outturn position.

**Risk and Service Challenges**

4.10 Performance monitoring and performance reporting must also consider the areas of risk arising from our operations, the service challenges the directorate faces, actions and projects which have not progressed as planned and where we don't meet Performance Indicator Benchmarks:

- Colleges Integration - plans are now progressing to implement the Full Business Case. The planned vesting date is 6 January 2020.
- Homelessness and Temporary Accommodation - we continue to experience significant pressure on housing stock particularly in the Lerwick area, leading to long periods in temporary accommodation.
- Islands with small populations - we are already experiencing reducing numbers in some of the communities and difficulties in meeting need for example island fire crew required for island air services. Good progress is being made in engagement with these communities to develop future plans through the Islands with Small Populations project.
- We continue to experience difficulty in recruiting to posts within the service notably Planning Service posts where there is an acute national shortage of qualified staff. The Planning Service has undertaken a successful pilot project, supported by Human Resources and Corporate Services, to recruit to vacant posts which resulted in successful recruitment to some of the vacancies.

4.11 Appendix D is an Infographic which provides the Committee with a range of statistics to show the activities and outputs of the Directorate.

4.12 The Directorate Risk Register in Appendix E sets out the strategic risks which might prevent the Directorate from achieving its objectives in 4.1. The Committee should consider whether additional control measures could be applied to reduce the risk of circumstances giving rise to a negative impact on Directorate Performance.

**5.0 Exempt and/or Confidential Information:**

5.1 None.

**6.0 Implications:**

| | |
|---|---|
| **6.1 Service Users, Patients and Communities:** | Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement. |

| | |
|---|---|
| **6.2**<br>**Human Resources and Organisational Development:** | There are a number of actions in this service plan with staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. Ensuring staff feel valued and supported especially through periods of challenge and change is a key consideration for the Directorate Management team.<br><br>Recruitment continues to be an issue in some services. |
| **6.3**<br>**Equality, Diversity and Human Rights:** | The Directorate carries out Integrated and Equalities Impact Assessments to ensure its services are supporting those most in need and not making inequalities worse.<br><br>There are some recent examples of best practice within the Service; for example, the ZetTrans pilot which has enabled at least 7 people to move into employment, without cost to any public service. |
| **6.4**<br>**Legal:** | The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services. |
| **6.5**<br>**Finance:** | There are no direct financial implications arising from this report. The actions, measures and risk management described in this report have been delivered within existing approved budgets. |
| **6.6**<br>**Assets and Property:** | A number of the actions in the Directorate Plan relate to maintenance and replacement of Development and Council assets to maintain delivery of services to the people of Shetland. |
| **6.7**<br>**ICT and New Technologies:** | Limitations of the Shetland wide Broadband and Mobile networks impact on delivery of services which require remote access to digital networks and databases. |
| **6.8**<br>**Environmental:** | The Directorate works closely with Infrastructure and other Directorates to reduce energy usage and carbon emissions. |
| **6.9**<br>**Risk Management:** | Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.<br><br>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks. |
| **6.10**<br>**Policy and Delegated Authority:** | The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they; |

| | | |
|---|---|---|
| | "Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –<br><br>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.<br><br>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus." | |
| **6.11 Previously Considered by:** | None. | |

**Contact Details:**
Neil Grant, Director of Development Services,
nrj.grant@shetland.gov.uk
24 June 2019

**Appendices:**
Appendix A - Progress on the Directorate Projects and Actions (Development Committee, Environment and Transport Committee, Shetland College Board)
Appendix B – Key Directorate Indicators and Council Wide Indicators (Development Committee, Environment and Transport Committee, Shetland College Board)
Appendix C – Complaints Summary (Development Committee Only)
Appendix D – Development Infographic (Development Committee, Environment and Transport Committee, Shetland College Board)
Appendix E – Risk Register (Development Committee Only)
Appendix F – Development Directorate, Revenue Outturn Position (Development Committee Only)
Appendix G - Shetland College, Revenue Outturn Position (Shetland College Board Only)
Appendix H - Housing Revenue Account, Outturn Position (Development Committee)

**Background Documents:**

Directorate Plan 2019-22 (link to be created following approval of the Directorate Plan)

# Appendix A - Projects and Actions - Development ->Environment & Transport Committee

Shetland Islands Council

**Generated on:** 02 August 2019

## Shetland Partnership Plan 2018-2028

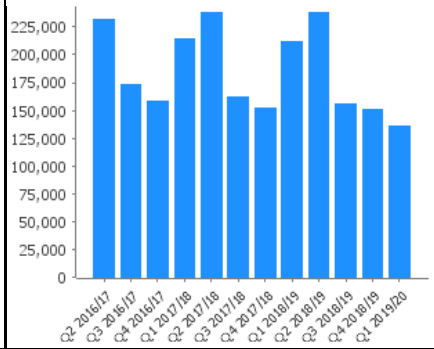
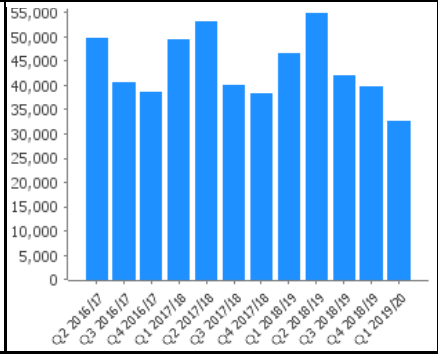
| . | Place | Shetland is an attractive place to live, work, study and invest |
|---|---|---|

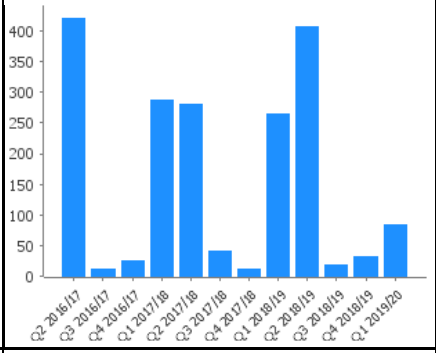
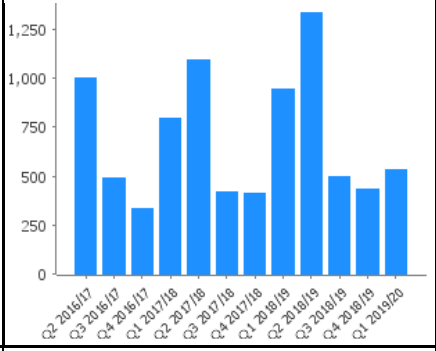
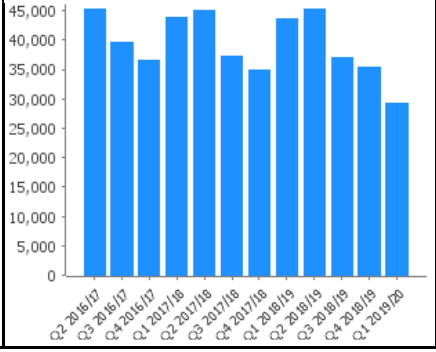
| Code & Title | Description | Long-term Outcome | Dates | | Progress | Progress Statement |
|---|---|---|---|---|---|---|
| DP205 Achieve sustainable and affordable internal and external transport links | Work with Scottish Government and Transport Scotland to achieve appropriate level of internal and external transport, and achieve fair funding for inter-island transport services. | A fit for purpose , sustainable and affordable internal transport network that supports and enables our community priorities.<br>• Resolve with Scot Gov Revenue and Capital fair funding for internal Ferries.<br>• Review scope of internal air service, and tender air service contract<br>• Review scope of Public and School bus network and tender service.<br>• Work with Transport Scotland to influence scope of next external ferry contract | Planned Start | 01-Apr-2017 | | • Revenue funding position for internal ferries for 2020/21 has been communicated to Transport Scotland, and Scottish Government. Socio Economic Outline Business Cases for Fair Isle and Whalsay have been completed and presented to Transport Scotland.<br>• The socio economic case of the inter island air service outline business case was approved at Council on 26 June 2019.<br>• The Outline Business Case project for Public, school bus network, and ASN and Social care transport is currently being prepared. Peter Brett Associates have been contracted to provide specialist advice. The project is on track.<br>• ZetTrans, and SIC are currently engaging with Scottish Government, and tenderers on Northern Isles Ferry Services Contracts which are currently being retendered with new contracts starting in October 2019.<br>• The Shetland Transport Strategy is now complete and adopted, and officers are working on the detail of the Delivery Plan. |
| | | | Actual Start | 17-Aug-2017 | 50% | |
| | | | Original Due Date | 01-Apr-2020 | Expected success | |
| Lead | | | Due Date | 01-Apr-2020 | | |
| Development Services Directorate | | | Completed Date | | Experiencing issues, risk of failure to meet target | |

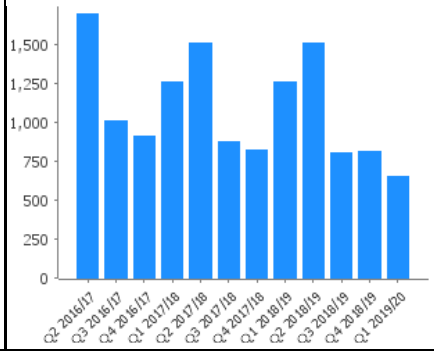
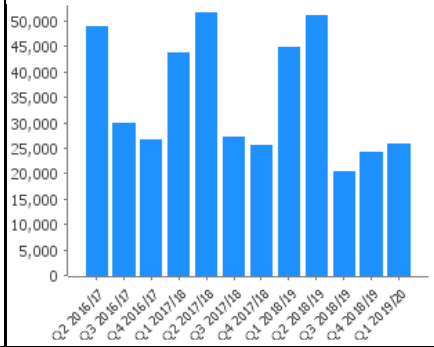
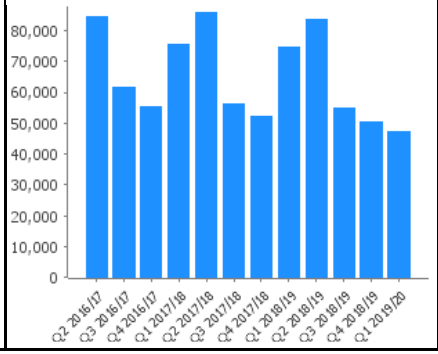
# Appendix B Performance Indicators (Quarterly)- Development Directorate -> Environment & Transport Committee

Shetland Islands Council

**Generated on:** 02 August 2019

| Code & Short Name | Previous Year | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|
| | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 | Q1 2019/20 | | |
| | Value | Value | Value | Value | Value | Value | | |
| HF-TOT-P All Ferries Total - Passengers | 756,890 | 212,208 | 238,212 | 155,516 | 150,954 | 136,025 |   | There has been an overall decrease in ferry passenger figures from 767,315 in 2017/2018 to 755,987 in 2018/2019. |
| HF-BRE-P Bressay Service Total - Passengers | 182,893 | 46,463 | 54,708 | 41,901 | 39,821 | 32,508 |   | |

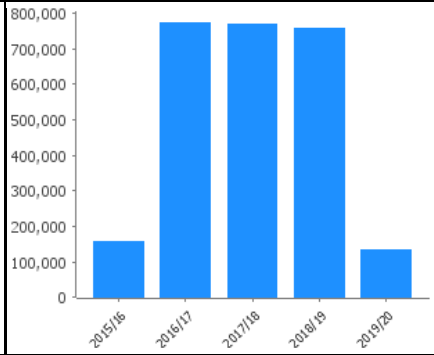
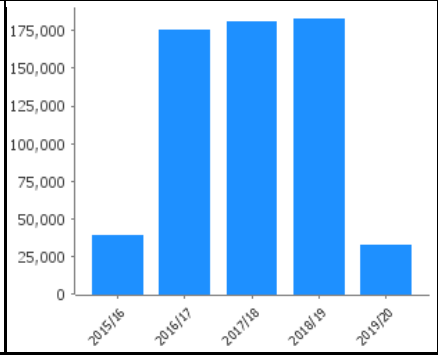
| Code & Short Name | Previous Year | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|
| | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 | Q1 2019/20 | | |
| | Value | Value | Value | Value | Value | Value | | |
| HF-FRI-P Fair Isle Service Total - Passengers | 723 | 265 | 407 | 19 | 32 | 84 |   | |
| HF-PAP-P Papa Stour Service Total - Passengers | 3,215 | 947 | 1,337 | 499 | 432 | 536 |   | |
| HF-WHA-P Whalsay Service Total - Passengers | 161,461 | 43,692 | 45,295 | 37,132 | 35,342 | 29,336 |   | |

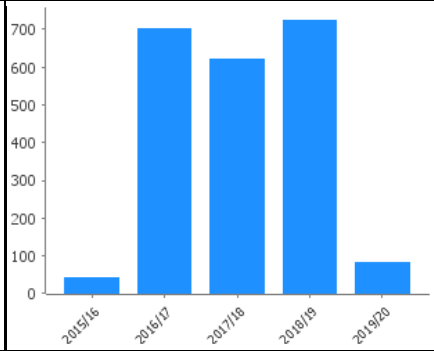
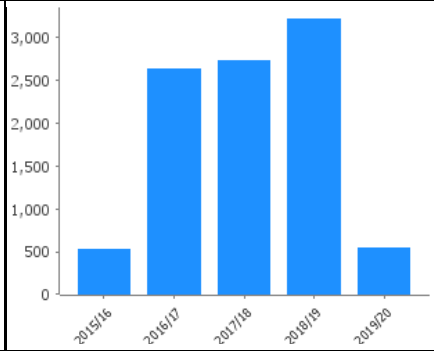
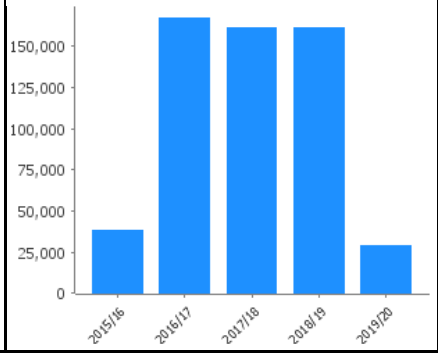
| Code & Short Name | Previous Year | Quarters | | | | | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|---|
| | 2018/19 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | Q4 2018/19 | Q1 2019/20 | | |
| | Value | Value | Value | Value | Value | Value | | |
| HF-SWM-P Skerries/Whalsay Skerries/Mainland total - Passengers | 4,382 | 1,257 | 1,508 | 801 | 816 | 655 |   | |
| HF-UYF-P Unst/Yell/Fetlar triangle Total - Passengers | 140,747 | 44,772 | 51,171 | 20,482 | 24,322 | 25,854 |   | . |
| HF-YEL-P Yell/Mainland Service Total - Passengers | 263,469 | 74,812 | 83,786 | 54,682 | 50,189 | 47,052 |   | |

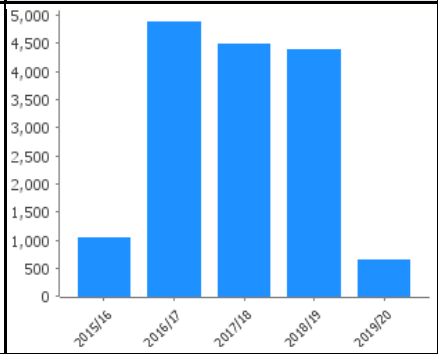
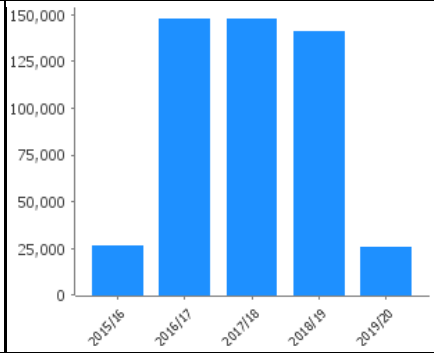
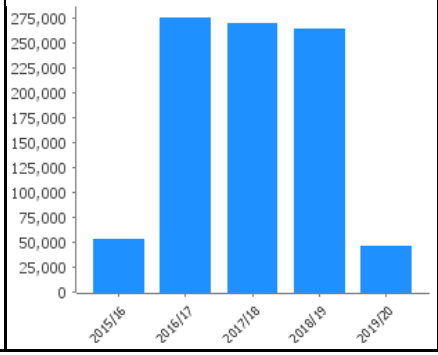
# Appendix B (cont) - Performance Indicators (Annual)- Development Directorate -> Environment & Transport Committee

Shetland Islands Council

**Generated on:** 02 August 2019

| Code & Short Name | Previous Years | | | | This Year | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | | |
| | Value | Value | Value | Value | Target | | |
| HF-TOT-P All Ferries Total - Passengers | 158,309 | 773,998 | 767,315 | 756,890 | |   | There has been an overall decrease in ferry passenger figures from 767,315 in 2017/2018 to 755,987 in 2018/2019. |
| HF-BRE-P Bressay Service Total - Passengers | 39,327 | 175,480 | 180,812 | 182,893 | |   | |

| Code & Short Name | Previous Years | | | | This Year | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | | |
| | Value | Value | Value | Value | Target | | |
| HF-FRI-P Fair Isle Service Total - Passengers | 42 | 703 | 619 | 723 | |  | |
| HF-PAP-P Papa Stour Service Total - Passengers | 521 | 2,635 | 2,731 | 3,215 | |  | |
| HF-WHA-P Whalsay Service Total - Passengers | 38,233 | 167,325 | 161,012 | 161,461 | |  | |

| Code & Short Name | Previous Years | | | | This Year | Graphs | Past performance & future improvement Statements |
|---|---|---|---|---|---|---|---|
| | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | | |
| | Value | Value | Value | Value | Target | | |
| HF-SWM-P Skerries/Whalsay Skerries/Mainland total - Passengers | 1,033 | 4,877 | 4,478 | 4,382 | |  | |
| HF-UYF-P Unst/Yell/Fetlar triangle Total - Passengers | 26,130 | 147,465 | 147,815 | 140,747 | |  | |
| HF-YEL-P Yell/Mainland Service Total - Passengers | 53,023 | 275,513 | 269,848 | 263,469 | |  | |

# DEVELOPMENT SERVICES REVIEW OF THE YEAR 2018/19

OUR PERFORMANCE MATTERS

**62** NEW HOUSES BUILT
**46** PRIVATE
**16** AFFORDABLE
**183** COUNCIL HOUSE LETS

**2.2m** passengers and vehicle journeys on transport services throughout Shetland an overall **4%** decrease from previous year

**£843K** approved for **16** new **LEADER** projects funded by **SRDP**

business gateway **34** new business start-ups assisted through Business Gateway

**£240K** awarded to **17** business and community projects supported through the **Economic Development Grant Scheme** securing **£640k** of external funding

**£1.49m** of external funding secured by **11** different community projects and **2** SIC projects with our help

**20** community organisations benefited from **£63,000** after **1200** people voted in **4** different PB projects

✓ Shetland
✓ Community
✓ Choices

## TRAINSHETLAND

**212** courses
**1,978** delegates

Over **95%** of our customers rated us **5/5** as providing excellent service

**177** apprentices in training

**84** new Vocational Training starts compared to **74** last year

**69** learners of **20** different nationalities supported by Adult Learning to develop their English through our ESOL programmes

**120** learners supported with core skills of literacy, numeracy, communication and digital skills

**77.8%** Highest full-time Further Education achievement rate in **Scotland** achieved by ourJoint Tertiary Sector **Shetland College** and **Train Shetland**

# Shetland Islands Council

Agenda Item

**3**

| | | |
|---|---|---|
| **Meeting(s):** | **Development Committee**<br>**Shetland College Board**<br>**Environment and Transport Committee** | **1 July 2019**<br>**28 August 2019**<br>**4 September 2019** |
| **Report Title:** | **Development Services Directorate Plan 2019-2022** | |
| **Reference Number:** | **DV-10-19-F** | |
| **Author / Job Title:** | **Neil Grant, Director of Development Services** | |

## 1.0 Decisions / Action Required:

1.1 That the Committee/Board:

1.1.1 REVIEW and COMMENT on the contents of the Directorate Plan; and

1.1.2 ENDORSE the Directorate Plan, recognising that the Director of Development Services will make any adjustments required to ensure it is fully aligned to the Council's Corporate Plan.

## 2.0 High Level Summary:

2.1 This report presents the Development Services Directorate Plan for 2019-22, which sets out the strategic action to be taken to deliver the Council's Corporate Plan, and Medium Term Financial Plan. The Directorate Plan also sets out strategic actions to deliver on the following cross cutting themes:

- Shetland's Partnership Plan 2018-28.
- Workforce development
- Customer service.
- Shetland Partnership 10 year plan to attract people to Shetland to live, study, work and invest in Shetland.
- Tackling Inequality action plan.
- New financial restrictions, and planning for further Council savings of £20m by 2021.

2.2 Quarterly Progress Reports will be submitted to the relevant Committee/Board in line with the Council's Planning and Performance Management Framework (PPMF) to allow Members to monitor and scrutinise the delivery and progress of the plan.

## 3.0 Corporate Priorities and Joint Working:

3.1 Effective Planning and Performance Management are key aspects of Best Value and features of "Our Plan", the Council's Corporate Plan 2016-2020.

- Our performance as an organisation will be managed effectively, with high standards being applied to the performance of staff and services. Poor performance will be dealt with, and good service performance will be highlighted and shared.

| 4.0 Key Issues: | |
|---|---|
| 4.1 The Directorate Plan sets out the actions to be taken by the Directorate between 2019-2022. The plan is designed to give strategic focus to the activities that will be required to deliver the Corporate Plan outcomes, rather than focusing on the day to day business of the Services in the Directorate. Services operational activities are delivered and monitored through Service Plans. | |
| **5.0 Exempt and/or Confidential Information:** | |
| **5.1** None. | |
| **6.0 Implications:** | |
| **6.1 Service Users, Patients and Communities:** | Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public |
| **6.2 Human Resources and Organisational Development:** | Workforce development is key to this plan, to address recruitment and retention of staff, skills and re-skilling requirements, and delivering services with fewer resources. |
| **6.3 Equality, Diversity and Human Rights:** | The Council is required to make sure systems are monitored and assessed for any implications in this regard. |
| **6.4 Legal:** | None. |
| **6.5 Finance:** | There are no direct financial implications arising from this report. The actions, measures and risk management described in this report have been developed within the Target Operating Budgets for 2019/20 as set out in the Medium Term Financial Plan for Development Services Directorate, and actions to deliver transformational change required to achieve £20m of savings across the Council by 2021. |
| **6.6 Assets and Property:** | The costs of the estate and buildings currently utilised by the Development Directorate is not sustainable in the medium term. This is particularly the case for the Colleges estate. |
| **6.7 ICT and New Technologies:** | The transformational change noted in this report will require ICT and new technologies, which will be identified in a Council wide Digital Strategy. |
| **6.8 Environmental:** | None. |
| **6.9 Risk Management:** | Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of |

| | | |
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| | the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny. | |
| **6.10 Policy and Delegated Authority:** | The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;<br><br>"Monitor and review achievement of key outcomes in the Directorate and Service Plans within their functional area by ensuring –<br><br>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.<br><br>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus." | |
| **6.11 Previously Considered by:** | N/A | |

**Contact Details:**
Neil Grant, Director of Development Services
01595 744968, nrj.grant@shetland.gov.uk
Date Cleared: 24 June 2019

**Appendices:**

Appendix 1 - Development Services Directorate Plan 2019-22

**Background Documents:**

Our Plan
Medium Term Financial Plan
Shetland's partnership Plan 2018-28

DV-10-19 Appendix 1

# Development

# 2019-22 Directorate Plan

## “Enabling our communities to develop their potential”

# Introduction

Every year, each Directorate within the Council produces a Directorate Plan for the following 3 years. This Directorate Plan provides an overview of the Development Directorate for 2019-22. This plan contains information on major activities, aims, objectives, actions, targets, performance indicators and risks. Detailed activities for each Service within the Directorate are included in their individual Service Plans.

Directorate plans are approved at Service Committees and Council as part of the budget setting process.

# Drivers for Change - What we must do in 2019-21:

### Shetland's Partnership Plan 2018-28

Ensure alignment between Shetland's Partnership Plan, Our Plan 2016-2020 and key Development Directorate policies in order to work together to improve the long term outcomes related to Participation, People, Place and Money within the Plan. The work of the Directorate contributes to improved outcomes in all four priority areas, but the Directorate will have a specific focus on working together on the 'Place' priority and achieving the outcome that Shetland is an attractive place to live, work, study and invest. A key element of achieving this outcome is the enablement of a 10 year plan to attract people to Shetland to live, work, study and invest in Shetland

- Develop policy and support implementation of all parts of the Community Empowerment Act. In relation to Part 2 – Community Planning, the following four priority areas have been identified:
    - 'Shetland's Partnership Plan 2018-28': Support delivery of Shetland's Partnership Plan working towards achieving the priority Outcomes contained within the plan.
    - Implement and embed effective support structures for the Shetland Partnership.
    - Locality Planning: Work together to produce at least one plan for communities within Shetland that experience different outcomes compared to others in the Isles, starting with a Locality Plan for the North Isles of Yell, Unst and Fetlar
    - Communications; Implement effective processes to ensure high quality, internal and external communications about community planning and improvement work

### Participation

- Implement Shetland Community Learning & Development Plan 2018-21, empowering people individually and collectively, to make positive changes in their lives and in their communities, through learning. The CLD Plan underpins all four priorities, but is specifically aligned to support delivery of the Participation Priority
- Continue to support the Council's approach to Community Choices (PB) and community commissioning as a means of engaging residents in service planning and financial decision making

## People

- Contribute to the work of the Improvement Team in relation to the Anchor: Early Action Project
- Ensure alignment of activity in relation to strategic planning, and strategic partnerships within this key priority area. For example, the Community Justice Partnership, Community Safety & Resilience Board, Mental Health & Wellbeing, Active Shetland and Shetland Alcohol and Drug Partnership.
- Extend work on alignment to all strategic planning led by the Development Directory.

## Place

Place-making and Locality Planning

- Enable development to happen
    - Consider policy implications in response to the National Review of Planning, and the emerging Planning Act which covers the following four themes:
        - Making plans for the future: by simplifying and strengthening development planning
        - Empowering people to make the system work: by improving the way people are involved in the planning process.
        - Building more homes and delivering infrastructure: by using planning to actively enable and co-ordinate development
        - Promoting stronger leadership and smarter resourcing: by removing processes that fail to add value, and by strengthening leadership, resources and skills
    - Develop a new Local Development Plan which reflects community aspirations and provides priority infrastructure across local boundaries
    - Continue to promote and assist in the development of Master Plans for example the Knab Site, Staney Hill, and Sullom Voe and development of community led place plans such as the 'Re-Create Scalloway' project which, when complete, form planning policy for these communities.

- Increase the supply of housing across all tenures

  - Develop refreshed Local Housing Strategy
  - Continue to deliver supply target of affordable housing in the Local Housing Strategy (LHS) through the Strategic Housing Investment Plan (SHIP)
  - Investigate incentives and initiatives to increase the supply of affordable housing, including investigation of a mid-market rent option
  - Assist communities to develop bespoke housing solutions
  - Encourage appropriate private development
  - Work in partnership with developers, builders and allied trades and utilities to deliver new build housing targets
  - Establish the business case for the provision of Key Worker accommodation in Shetland

- Achieve High Speed Broadband and full mobile coverage to all Shetland settlements

  - Work with the Scottish Government to effect the Roll out of High Speed broadband and Mobile Coverage, under the Reaching 100% by 2021 (R100) Plan, prioritising early delivery in Shetland.
  - Progress opportunities such as the UK Government Full Fibre Network challenge fund to extend high speed networks to augment and expedite the Government's R100 plan. Implement the North Isles Fibre project to Yell and Unst during 2019.

- Achieve sustainable and affordable internal and external transport links

  - Work with Scottish Government and Transport Scotland to achieve appropriate level of Inter-Island transport service provision and Fair Funding of Ferries and Internal Air Services.
  - Continue to work with Scottish Government and Transport Scotland to influence External Transport provision, new North Isles Ferry Contracts, fares and charging structures.
  - Develop and promote internal transport networks, increasing usage and ticket income, and manage revenue security.

- Knab Site Redevelopment

  - Contribute to the redevelopment of the Knab Site project, considering participation of the community in the development of the project and outcomes in relation to Place, Money and People.

- Continue to develop a shared policy approach and working arrangements in relation to resilient rural communities, and in particular islands with small populations, using the learning from this new way of working to inform approaches to Locality Planning

Talent Attraction

- Support for local businesses and entrepreneurs
    - Work with Corporate Services, Government and Our Islands Our Future (OIOF) Partners to achieve a strong Islands Deal and to secure external funding and support.
    - Proactively research Brexit opportunities, risks and scenarios
    - Provide commercial lending and grant support funding to local businesses

Skills and Learning

- Develop Shetland's Skilled Workforce
    - Work with UHI and stake holder organisations to implement a sustainable model for HE, FE, Research and Training in Shetland, which is more effective in providing the skilled workforce requirements of the local economy
    - Establish Shetland's Unique Selling Points for attracting Students to study in Shetland
    - Establish the business case for provision of Student Accommodation in Shetland
    - Work with Children's Services to increase the level of pupil interest in STEM subjects and entrepreneurship to effect career choices and gender balance of Shetlands Young Workforce, working closely with the DYW Board.
    - Work with Children's services, Tertiary sector and Businesses to increase the number of Modern Apprentices.
    - Engage with the Scottish Government and Skills Development Scotland to access funding programmes and opportunities brought about by the Modern Apprenticeship levy

## Money

- To move Shetland towards being an equitable Food community
    - Contribute to the work of the Improvement Team in the development of a strategy to meet legislative requirements; securing the participation of those affected by food poverty, progressing a Lerwick based trial and mapping current activity
    - Work with stakeholders to identify a system of fares within internal transport services which helps to address inequalities

## How we will do it ('20 By '20')

- Workforce Review – establish requirements for level of service by Development Services by 2021 and develop a workforce plan to meet future skills gaps, considering retirements, redeployments, extended use of career grades and Modern Apprentice placements and maximise opportunities from Apprenticeship Levy project funding.
- Continue to improve workforce engagement by delivering the 'Viewpoint Employee Engagement Action Plan 2016/18' and refreshed Viewpoint staff survey 2017.
- Improve Customer Service and Service Efficiency by engagement with the Corporate Business Transformation Programme, 2017-20
- Contribute to the development of a Digital Strategy for the Council which is also a key strand in the Business Transformation Programme.

## Service Redesign Programme 2018-22, Projects

- **Internal Ferries:** Sustainable revenue and capital funding secured with the Scottish Government for internal ferry services and exploration of fixed links by Scottish Government. Revenue funding position secured by March 2020.
- **Internal Air Services:** Sustainable network of inter-island air services and supporting infrastructure, ensuring an integrated solution with ferry services. Specification required for air service contract renewal contracts commencing April 2020**.** Make decision on location of mainland air base.
- **Bus Services:** Best Value review of School, Public and Social Care Transport, contracts commencing August 2020.
- **Colleges Merger:** Implement the agreed merger of the Tertiary organisations, target vesting date for the New College is 6 January 2020.
- **Review of 'Outliers':** Use benchmarking with other local authorities to identify service provision, provide report identifying Outliers for further investigation by October 2020

## New Financial Restrictions

The Council's General Revenue Grant has been reduced and it is projected that the Council must save £20m by 2021 to deliver a sustainable budget. It is therefore necessary to review the services we provide, identify ways to provide services with less resources and secure additional income sources. The priorities identified for the Development Directorate are intended to form part of a Corporate Wide plan to save £20m by 2021.

## New Legislation

Community Empowerment (Scotland) Act 2015.

Scotland's new emerging Planning Act

National Transport Strategy

Islands (Scotland) Act 2018

## Contact Details

| | | | | | |
|---|---|---|---|---|---|
| Shetland College<br>Gremista<br>Lerwick<br>ZE1 0PX<br>01595 771000<br><br>Train Shetland<br>Gremista<br>Lerwick<br>ZE1 0PX<br>01595744744 | Community Planning & Development<br>Solarhus<br>3 North Ness Business Park<br>Lerwick<br>ZE1 0LZ<br>01595 743888 | Economic Development<br>Solarhus<br>3 North Ness Business Park<br>Lerwick<br>ZE1 0LZ<br>01595 744940 | Housing<br>6 North Ness Business Park<br>Lerwick<br>ZE1 0LZ<br>01595 744360 | Planning<br>8 North Ness Business Park<br>Lerwick<br>ZE1 0LZ<br>01595 744840 | Transport Planning<br>6 North Ness Business Park<br>Lerwick<br>ZE1 0LZ<br>01595 744868 |

# Shetland Islands Council

Agenda Item

**4**

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|---|---|---|
| **Meeting(s):** | Environment & Transport Committee | 4 September 2019 |
| **Report Title:** | Traffic Regulation Orders Etc. – Annual Progress Report | |
| **Reference Number:** | RD-03-19-F | |
| **Author / Job Title:** | Neil Hutcheson/<br>Team Leader – Asset and Network | |

**1.0 Decisions / Action required:**

1.1 That the Environment and Transport Committee NOTES the report.

**2.0 High Level Summary:**

2.1 The purpose of this report is to inform the Environment and Transport Committee of the Traffic Orders etc. made in the past year.

2.2 This annual report allows the Environment and Transport Committee to monitor the progress and performance of the Roads Service with regards to Traffic Orders and Notices that have been promoted or made under delegated authority.

**3.0 Corporate Priorities and Joint Working:**

3.1 The actions detailed in this report are required to meet the principles of the Shetland Transport Strategy, particularly those of Accessibility and Inclusion, Accountability, Efficiency, Compliance and Environmental Responsibility.

3.2 The report is presented under our requirement to be accountable and comply with delegated authority.

**4.0 Key Issues:**

4.1 The appendix to this report provides the Environment and Transport Committee with information on the orders and notices.

**5.0 Exempt and/or confidential information:**

5.1 None.

| **6.0 Implications :** | |
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| **6.1 Service Users, Patients and Communities:** | Permanent traffic orders are promoted to improve the safety of pedestrians and road users.<br><br>The provision of disabled parking places provides improved access for vulnerable members of the community. |

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| | Temporary traffic orders enable roadworks and community events to proceed safely. |
| **6.2 Human Resources and Organisational Development:** | No implications. |
| **6.3 Equality, Diversity and Human Rights:** | No implications. |
| **6.4 Legal:** | The majority of permanent traffic orders are made under the Road Traffic Regulation Act 1984. Temporary traffic orders are made under Section 14 if required for works on or adjacent to the road or Section 16A if the order is required for an event. Stopping Up Orders are made under Section 68 of the Roads (Scotland) Act 1984. |
| **6.5 Finance:** | The Orders in the appendix to this report have been prepared and promoted within existing budget provision. The cost of advertising each order is between £180 and £500. The cost of implementing an order through the provision of signs, road marking and perhaps traffic calming varies significantly depending on the type and extents of the order. The total cost of implementing the orders was £6,130 in 2018/19. |
| **6.6 Assets and Property:** | As this report does not require a decision to be made there are no issues arising directly from it. However, it should be noted that the road network and its associated apparatus is the Council's single most valuable asset and the Orders listed in this report are instrumental in its maintenance and enhancement. |
| **6.7 ICT and new technologies:** | None. |
| **6.8 Environmental:** | No implications. |
| **6.9 Risk Management:** | These orders are promoted and made for safety reasons and help to manage the risk of accidents and incidents on our roads. |
| **6.10 Policy and Delegated Authority:** | In accordance with Section 2.3.1 of the Council's Scheme of Delegations the Environment and Transport Committee has responsibility for the Roads Service.<br><br>In order to allow the Environment & Transport Committee to fulfil its monitoring and scrutiny role for responsibilities under their authority, but which have been delegated to officers, this annual report is presented to the Committee for their information, consideration and comment.<br><br>Authority was delegated to the Director of Infrastructure Services to promote permanent Traffic Orders, etc., and the Director also has delegated authority to make Traffic Orders and to provide traffic calming measures when no objections have |

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| | been received at the public consultation stage. The Director is however required to report to Committee any Orders made. When there are objections the matter must be referred to the Committee, which has delegated authority in this situation (Roads & Transport min ref 04/98).<br><br>Authority is delegated to the Director of Infrastructure Services or their nominee to make Temporary Orders, etc. (Roads & Transport Min Ref 78/92).<br><br>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they;<br><br>"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –<br>(a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.<br><br>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus." | |
| **6.11 Previously considered by:** | None. | |

**Contact Details:**
Neil Hutcheson, Team Leader – Asset & Network
neil.hutcheson@shetland.gov.uk
17 April 2019

**Appendices:**
Appendix 1: Summary of Traffic Orders and Notices for 2018.

**APPENDIX 1**

**Traffic Regulation Orders Etc. – Annual Progress Report 2019**

**Detail**

1. Completed Permanent Traffic Orders etc.
   The following Orders have been made and/or introduced during 2018:-

   1.1 SIC (Former Bressay Primary School) (20mph Speed Limit) (Revocation) Traffic Regulation Order 2018
   The order was made in January 2018.

   1.2 SIC (Sandside, Firth) (Parking Place for Disabled Person's Vehicle) Order 2018
   Requested by a disabled person resident in the area.
   The order was made in January 2018.

   1.3 SIC (Leaside, Firth) (Parking Place for Disabled Person's Vehicle) Order 2018
   Requested by a disabled person resident in the area.
   The order was made in January 2018.

   1.4 SIC (Thistle Court, Virkie) (Parking Place for Disabled Person's Vehicle) Order 2018
   Requested by a disabled person resident in the area.
   The order was made in March 2018.

   1.5 SIC (Norstane, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2018
   Requested by a disabled person resident in the area.
   The order was made in May 2018.

   1.6 SIC (Swarthoull, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2018
   Requested by a disabled person resident in the area.
   The order was made in May 2018.

   1.7 SIC (Queens Place, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2018
   Requested by a disabled person resident in the area.
   The order was made in May 2018.

   1.8 SIC (Various roads, Shetland) (Parking Place for Disabled Person's Vehicle) (Revocation) Order 2018
   Removed because disabled badge holders no longer resided in places provided.
   The order was made in June 2018.

   1.9 SIC (Sandveien, Lerwick) (Parking Place for Disabled Person's Vehicle) (Revocation 2) Order 2018
   Removed because disabled badge holder no longer resided in place provided.
   The order was made in June 2018.

   1.10 SIC (B9071 Aith & Vementry Road) (Variable 20 Miles Per Hour Speed Limit) Traffic Regulation Order 2017
   The order was made in August 2018.

   1.11 SIC (Vallafield, Gott) (Parking Place for Disabled Person's Vehicle) Order 2018
   Requested by a disabled person resident in the area.
   The order was made in August 2018.

1.12 SIC (Lingaro, Bixter) (Parking Place for Disabled Person's Vehicle) Order 2018
Requested by a disabled person resident in the area.
The order was made in August 2018.

1.13 SIC (Bridge End, Burra) (30 Miles Per Hour Speed Limit) Traffic Regulation Order 2018
The order was made in September 2018.

1.14 SIC (Wormadale and Nesbister Roads) (30 Miles Per Hour Speed Limit) Traffic Regulation Order 2018
The order was made in September 2018.

1.15 SIC (Various Road, Lerwick) (Parking Place for Disabled Person's Vehicle) (Revocation No.3) Order 2018
Requested by a disabled person resident in the area.
The order was made in August 2018.

1.16 SIC (Union Street, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2018
Requested by a disabled person resident in the area.
The order was made in November 2018.

1.17 SIC (St Olaf Street, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2018
Requested by a disabled person resident in the area.
The order was made in December 2018.

1.18 SIC (Haldane Burgess Street, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2018
Requested by a disabled person resident in the area.
The order was made in December 2018.

1.19 SIC (Swarthoull, Lerwick) (Parking Place for Disabled Person's Vehicle) Order 2018
Requested by a disabled person resident in the area.
The order was made in December 2018.

2. Permanent Traffic Orders etc. in Progress
We are not currently promoting any permanent Traffic Orders.

3. Temporary Traffic Regulation Orders, etc.
During the course of 2018 a total of 34 Temporary Orders and 10 Notices were made for road closures, speed limits, etc. These were to allow works to be carried out safely by ourselves, utilities and others, and to allow various community events to take place.

4. Other Orders
The following Order was made during 2018:-

4.1 SIC (Access Road to 19 Hulsidale, Burra) (Stopping Up) Order 2018
Access road no longer necessary as part of public road network.
The order was made in July 2018.

# Shetland Islands Council

Agenda Item

5

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|---|---|---|
| **Meeting(s):** | **Environment & Transport Committee** | **4 September 2019** |
| **Report Title:** | **Environment and Transport Committee Business Programme – 2019/20** | |
| **Reference Number:** | **ISD-14-19-F** | |
| **Author / Job Title:** | **John Smith, Director of Infrastructure Services** | |

## 1.0 Decisions / Action required:

That the Environment & Transport Committee:

1.1 CONSIDERS the business planned for Environment & Transport Committee in the financial year 2019/20;

1.2 ADVISES the Director of Infrastructure Services of any changes required including new items where the timescale will be confirmed at a later date.

## 2.0 High Level Summary:

2.1 The purpose of this report is to facilitate discussion of the Business Programme of the Committee for the financial year 1 April 2019 to 31 March 2020 including items where the date is still to be determined.

2.2 The Business Programme 2019/20 will be presented to Environment and Transport Committee at least quarterly to ensure that it is kept up to date incorporating new items as work programmes across the Council are taken forward.

## 3.0 Corporate Priorities and Joint Working:

3.1 Our Plan 2016, in its 20 by 20 states that:-

"*High standards of governance, that is, the rules on how we are governed, will mean that the Council is operating effectively and the decisions we take are based on evidence and supported by effective assessments of options and potential effects*".

Maintaining a Business Programme for each Committee/Board of the Council contributes to an effective governance framework for the Council.

## 4.0 Key Issues:

4.1 A range of business scheduled or to be scheduled over the coming year in consultation with the Committee.

| 5.0 Exempt and/or confidential information: | |
|---|---|
| 5.1 None | |
| **6.0 Implications :** | |
| **6.1 Service Users, Patients and Communities:** | The Business Plan provides the community and other stakeholders with important information regarding the planned business for the coming year.<br><br>The Business Programme complements the Council's Corporate and Directorate Plans and the Shetland Partnership Plan. |
| **6.2 Human Resources and Organisational Development:** | None arising directly from this report. Any implications for staff arising from individual reports in the Business Programme will be addressed through the work on those reports. |
| **6.3 Equality, Diversity and Human Rights:** | None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports. |
| **6.4 Legal:** | The Business Programme supports the governance framework of the Council which is underpinned by statute. |
| **6.5 Finance:** | None arising directly from this report. Any financial implications arising from individual reports in the Business Programme will be addressed through the work on those reports.<br>Ensuring the budget setting and Planning and Performance Management (PPMF) meetings are scheduled well in advance should help Members to keep these dates/times clear in their diaries so that they are able to contribute to financial decision making and quarterly budget monitoring. |
| **6.6 Assets and Property:** | None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports. |
| **6.7 ICT and new technologies:** | None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports. |
| **6.8 Environmental:** | None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports. |
| **6.9 Risk Management:** | The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision |

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| | making being unplanned and haphazard; aligning the Council's Business Programmes with the objectives and actions contained in its corporate plans could mitigate against those risks. | |
| **6.10 Policy and Delegated Authority:** | Maintaining a Business Programme ensures the effectiveness of the Council's PPMF.<br><br>The Business Programme supports each Committee's role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations. | |
| **Previously considered by:** | N/A | |

**Contact Details:**
John Smith, Director of Infrastructure Services
Email: *jrsmith@shetland.gov.uk*

**Appendices:**
Appendix 1 – Environment & Transport Committee Business Programme 2019/20

**Background Documents:**
None

# Appendix 1 - Environment & Transport Committee - Business Programme 2019/20

| Date / Type of Meeting | Agenda Item | Referred/Delegated |
|---|---|---|
| **04 September 2019 2pm Ordinary** | Infrastructure Services Directorate Performance Reporting | R |
| | Traffic Regulation Orders Etc. – Annual Progress Report | D |
| | | |
| | Environment & Transport Committee – Business Programme | R |
| **09 October 2019 10am Special** | Response to National Transport Strategy | |
| | | |
| **20 November 2019 2pm Ordinary** | Zero Waste Shetland Strategy | D |
| | Zero Carbon Shetland Strategy | D |
| | Gritting Review | D |
| | Strategic Outline Programme - Roads Strategic Network | |
| | Tingwall Airport Business Case | R |
| | Foula Airstrip Business Case | R |
| | Bus Network Business Case | R |
| | Inter-Island Air Services Business Case | R |
| | Environment & Transport Committee – Business Programme | R |
| **21 January 2020 10am Ordinary** | Environment & Transport Committee – Business Programme | R |
| | | |
| | | |
| **05 February 2020 10am Special – Budget Setting** | Infrastructure Services Budget Proposals | R |
| | Development Services Budget Proposals | R |
| | | |
| | Environment & Transport Committee – Business Programme | R |
| **10 March 2020 2pm Ordinary** | Environment & Transport Committee – Business Programme | R |
| | | |

**Planned Committee business still to be scheduled**

- Performance Reporting

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## Appendix 1 - Environment & Transport Committee - Business Programme 2019/20

| Date / Type of Meeting | Agenda Item | Referred/Delegated |
|---|---|---|

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..... END OF BUSINESS PROGRAMME

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